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ESTABLISHING A NEWSPAPER

By O. F. BYXBEE






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ESTABLISHING A NEWSPAPER.

A HANDBOOK FOR THE PROSPECTIVE PUBLISHER,
INCLUDING SUGGESTIONS FOR THE FINAN-
CIAL ADVANCEMENT OF EXISTING
DAILY AND WEEKLY
JOURNALS.



By O. F. BYXBEE.

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PREFACE.

As a title for a book covering every phase of the starting and developing of a newspaper property, "Establishing a Newspaper" is chosen advisedly. To start a newspaper is easy, but to establish it is quite a different matter — a much deeper subject. To establish anything — a newspaper for example — is to originate and secure its permanent existence, or to set it in a place and make it stable there. Accordingly, I have endeavored to treat in a complete and practical manner every detail entering into the establishing of a newspaper in all that the term implies.



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ESTABLISHING A NEWSPAPER.

CHAPTER I.

CHOOSING A FIELD.

THAT *ignis fatuus*, the “long-felt want,” has ruined many a man. He no sooner gets his paper well started than he discovers that the want has been felt much harder and much longer in some other community, and has quite disappeared from his own. I doubt if there are a dozen people in any town in this country that ever felt an overwhelming desire for a newspaper—a feeling akin to this may come afterward, when a wide-awake journal has grown up in their midst and they ask, “How did we ever get along without it?”

Another mistake frequently made is supposing that because a town has a thousand or more population, and has no newspaper, it is sufficient argument that here is a field. There are towns of less than this that are very good fields, and there are towns of many more in which earnest, capable publishers have been unable to pay expenses. The fields without newspapers are scarce, very scarce, but, on the other hand, there

are localities now occupied by more or less dead journals that have great possibilities. In choosing a field it is far better to search out one of these publications and buy the plant than to attempt to start an opposition paper, as it frequently occurs that an apparently dead publisher is only sleeping, and needs but the stimulus of competition to awaken him to renewed energy and develop him into a formidable rival. Then, too, he will be found to have any number of friends who heretofore have not had occasion to assert themselves, but who will now say, "One paper is enough for this town; I am going to stand by Jones."

Again, the unsupported statement of a few men (with political aspirations, perhaps) that they believe there is ample room for another newspaper in a town or city already supplied with one or more, is not a sufficient guarantee upon which to launch a new venture. It is easy to be led wrong by the arguments of such men.

Therefore, I say buy if you can; start new if you must.

But, you reply, this statement practically nullifies my intention, as I begin describing how to start a newspaper by saying, "Don't start it." No; the pilot who would successfully guide a ship through a narrow channel into deep water must first be familiar with the rocks and shoals.

I like to get at the exact meaning of a phrase, so there can be no misunderstanding. Now, a field, as here used, is a locality where there is an unrestricted opportunity for action or achievement. There should be something more than a cursory glance at the town

itself and the figures indicating its population. There must be a thorough investigation of the territory surrounding it within a radius of at least a dozen or fifteen miles. Ascertain what portion of this territory comes in competition with established journals in other towns, and how thoroughly these papers, as well as those in the contemplated location, are covering it. Visit these settlements, talk with the postmasters and business men or farmers, and endeavor to get some estimate of the proportion of families already supplied with local papers and the satisfaction they are giving. This is a broad work and an important one, and can not be accomplished in a day and not properly in a week. The old proverb, "Haste makes waste," applies most aptly here, and it is much better to take time to be sure than to jump at conclusions and be sorry.

In your own town there should be a close inquiry into everything that is liable to affect your prosperity, and any adverse intimations or insinuations thoroughly investigated. From the information thus gained you can make estimates of the probable outcome of the new venture.

And now you are at a point where it is easy to be deceived — easy to deceive yourself. First, you are to estimate the probable circulation — a most difficult task. It is not what you ought to do, nor what you think you can do, but what you are certain of doing after examining the field that must form the basis of this estimate. In the same manner figure your probable income from advertising, and in every case put down the lowest figures of which you are confident. Against these figures you will place the

expense of conducting a paper carrying the amount of advertising you feel certain of securing and printing the number of copies you are sure will be needed, but here the process is reversed — don't go too low! The greatest expense arrived at by any reasonable process of figuring will not be too high. Joseph Downey, one of Chicago's wealthiest contractors, sums up this in one of his business maxims when he says: "Figure what the lowest return will be in a business proposition with all things unfavorable. If matters turn out favorably you can stand the prosperity that follows."

There is a general belief among newspaper men that a county seat is the best location for a newspaper. This may be true, but there is hardly a county seat in this country, except a few in the West, of less than one thousand population, that is not amply supplied, and the only way to successfully locate in one of these places is to buy, not to start. A few figures concerning these towns are of value in estimating probable circulation. Taking a line of States extending in a nearly continuous line across the continent — Massachusetts, New York, Illinois, Kansas, Utah, California — it is found, according to a reliable newspaper directory, that in county seats of less than twenty-five thousand population the average number of copies printed by the paper with the largest circulation is equal to 46 per cent of the population of the various towns in Massachusetts, 69 per cent in New York, 68 in Illinois, 126 in Kansas, 44 in Utah, and 61 in California. There are a number of county seats in Kansas with a few hundred people that can boast of papers of more than one thousand circulation. From

these figures it would appear that the Middle West is the best section of the country in which to start a paper, as there appears to be a larger percentage of newspaper readers in these communities; yet against this must be taken into consideration the fact that these same county seats have one paper for every 3,537 people in Massachusetts, one for every 1,103 in New York, 1,047 in Illinois, 556 in Kansas, 1,687 in Utah, and 880 in California. From these latter figures it appears that there is more room for newspapers in the East. Thus it resolves itself into the question of which is easier — to overcome the conservatism of New Englanders, or to compete with papers in the crowded West. This the prospective publisher must decide for himself, according to which task he is best fitted.

Every large city attracts business from surrounding towns within a radius of from ten to twenty-five miles, and the chances for success for a paper started within this territory, outside of the city itself, are comparatively small. The idea that a paper will secure enough city advertising to make it a prosperous venture is fallacious. The publisher who caters to this plan is always at loggerheads with his home merchants and loses much business with them. Then, too, circulation is much hampered by competition with the city dailies.

All things considered, the best place to start a newspaper — daily or weekly — is in a town that commands the trade of surrounding communities, not in one whose people go elsewhere to trade; but consider every condition most thoroughly before starting a daily

paper in a town of less than five thousand, or a weekly in a town of less than two thousand inhabitants.

I have here outlined the best field for *starting* a newspaper — in succeeding chapters I have set forth the policy to be pursued in establishing it in such a field, or, mayhap, in a less promising one.

CHAPTER II.

SELECTING A BUILDING AND ITS LOCATION.

TOO little thought is usually given this important question — in many instances a vital one. It is a very uncommon occurrence for a newspaper to be born in a home of its own — leased quarters must be secured, and a building with sufficient room in which to crowd men and material, if the rent is low, is too often considered acceptable, but it is unwise to choose such for the birthplace of a publication which it is desired to make a leading and successful factor in the community. There are three important essentials required for the home of such a paper — light, heat, and accessibility. In looking for a building the first question should not be, “What is the rent?” — adaptability is a much more important factor. If it is not suitable for the purpose intended, the rental price, be it ever so reasonable, should have no weight.

After a careful estimate of floor space to ascertain if there be sufficient room for office clerks, editors, compositors and pressmen, it is important to consider if the rooms occupied by these are properly and adequately lighted. It is unwise to place the press, or, in fact, any portion of the plant, in a dark location. The

time used by workmen carrying articles to some portion of the room where daylight is obtainable, even if the distance is short, or that required to adjust an artificial light so that obscure portions of a machine may be examined, is too valuable not to receive most careful consideration. If the building is deep and narrow there should be daylight along the entire side. It is also unwise to place a press in a damp basement, as it is usually the source of no end of difficulty. Not only are workmen hampered by a lack of light, but the machine suffers from rust and requires a greater amount of attention to keep it in proper running order. Have the press above ground, where it is accessible for receiving the forms and delivery of the printed product.

The next important matter for consideration is if the building can be properly heated. If it can, and you are to supply your own heat, well and good, but if heat is included in the rent see to it that the lease requires not less than a given temperature between the hours of seven in the morning and six at night. In some newspaper offices in northern climates the time lost by an entire working force in the early morning hours through insufficiently heated rooms is enormous. It is a short-sighted policy that allows such a condition, as it is far cheaper to pay for fuel and hire one man to attend fires all night, if need be, than to have fifteen or twenty men practically idle away an hour. The temperature of rooms where presses and other machinery are located should never be allowed to approach nearer than ten degrees of the freezing point during the night, and in all departments the thermometer should stand at from sixty-five to seventy degrees

at seven o'clock in the morning of every day of the winter months.

After ascertaining that the above conditions are satisfactory, attention should next be turned to the accessibility of the location. It should, above all, be as central to the business portion of the city or town as possible — a centrally located building is a perpetual advertisement for the paper, and its value as such is worth consideration. Of two buildings equally adaptable, one on a principal business street, the other on a side street, it is advisable to pay several hundred dollars more a year in rental and choose the former.

With the selection made, always study to make the exterior appearance of the office inviting. Paint frequently renewed and clean windows are always attractive, and an indication of prosperity. Of the interior arrangement, and the advisability of studying what attracts and pleases the public, I shall have something to say in another chapter.

CHAPTER III.

CHOOSING A TITLE, ARRANGING SIZE AND NUMBER OF PAGES, AND PRICE.

IN selecting a title for a projected newspaper the first consideration is its "wearing" qualities. Dignity combined with suitability are more to be desired than oddity or individuality. Straining after something new has evolved such titles as *Blazes*, *Bud*, *Cyclone*, *Epitaph*, *Eye*, *Fly Paper*, *Gaslight*, *Moon*, *Why*, and many others fully as ridiculous. There are a number of names in common use, some of which are held by papers of national repute, that have not stood the test of time — the circumstances of their environment have changed, bringing their names and their efforts at cross purposes. There are several *Democrats* and *Republicans* that are respectively Republican and Democratic, and a *Farmer*, started as a weekly, grows into a daily, its town into a city, and the farmers are crowded farther and farther away from its home and its subscription list, but the title, in all its incongruity, "goes on forever." *Farmer* is but slightly removed from *Rustic* and *Countryman*, whose homes may sometimes also be in cities. A few of the titles in general use which are consistent with the mission of a newspaper and suitable for all time are *Chronicle*, *Gazette*,

Herald, Journal, News, Observer, Press, Record, Recorder, Register, Review, Standard, Times and Tribune. I would not even advocate the use of *Sun* unless there was already in a community one of each of the above.

The title chosen, the next consideration is the type in which it shall appear. This should invariably be plain and distinct, with neither illustrations nor "ears" to detract from its being read at a glance. The plain Roman letters are the more desirable, as they combine the quality of dignity with that of being easily read, but they have one disadvantage — the hair lines, which are numerous in the 48 and 60 point sizes, are easily broken. Some prefer the old styles, but they also have the fine lines. Where either of these letters is chosen several duplicates should be made from the original, before it is used, after which it should be carefully wrapped and laid away for further duplication when occasion arises. In the samples shown there are two styles of Roman, one a little more extended than the other, and two old style faces, one of which is very light. The Open Black, which is shown in the 84-point size, is the most serviceable and sensible face that could be selected by one who considers the others too plain.

When considering the number of pages and their size there is one point which I would make emphatic: Do not start too large! If in a few months it is found that the quantity of advertising warrants an increase in the number of pages, the change can be accomplished with little trouble or expense — in fact, at less cost than an oversized paper could have been produced

TRIBUNE

48-POINT ROMAN.

LEDGER

60-POINT ROMAN.

COURIER

48-POINT OLD STYLE.

REGISTER

60-POINT OLD STYLE.

Advertiser

84-POINT OPEN BLACK.

SAMPLES OF THE MOST APPROPRIATE LETTERS FOR NEWSPAPER HEADINGS.

for the preceding period — subscribers will be pleased, the general public will consider the increase a sign of prosperity, and it will be the means of swinging doubtful merchants into line. On the other hand, if a paper is started too large, the publisher feels that he must keep up the pace or lose prestige, which he most assuredly will if he reduces in size, besides making subscribers dissatisfied.

Several of the more progressive weeklies are adopting the four-column page, and it has several points in its favor. It is easy to handle and gives more desirable positions for advertising, and this latter consideration is important. The advertiser whose announcement, particularly if it is a small one, is removed more than two columns from reading matter, is inclined to the belief that advertising does not pay, and very frequently it does not when so placed. It is doubtful, however, if this size of page will ever become popular for a daily paper, even if it is adopted to any extent by the weeklies, as such a paper is looked upon as too insignificant, and the close of the opening century will in all probability see the six and seven column page still in the majority. In starting a paper, either daily or weekly, I would advocate either a six or seven column folio, or, at the largest, a six-column quarto. A seven-column quarto is too large for a new venture, even if the outlook is unusually bright. This question receives further attention in another chapter concerning the advisability of the use of plates and ready-prints.

In setting a price on the new paper it is advisable to view the question from a position in some respects

the reverse of that discussed above. A price that later experience shows to be too low is extremely difficult to raise, and for this reason it is inadvisable to consider a figure that is at all doubtful as to satisfactory results. There is little or no profit in a small-city daily when sold at retail for less than 2 cents a copy, 10 cents a week and \$5 a year. It is only in large cities where circulations can be made to approach or exceed twenty-five thousand, and where increased advertising rates can be enforced, that a publisher can hope to profitably issue a penny paper. I admit there are exceptions to this rule, but they are extremely rare. For a weekly the price should be 5 cents a copy — \$1.50 or \$2 a year. The profitable dollar weeklies are as rare as the profitable small-city penny dailies. Put a living price on your paper, and then give subscribers their money's worth.

CHAPTER IV.

READY-PRINT, PLATES, OR ALL HOME PRODUCTION.

TO give an opinion in a few words as to which form of paper is most desirable, considering all points — ready-print, plates, or all home production — I should unhesitatingly say the latter. There are many reasons for this belief. The publisher who uses a ready-print has practically no control over his advertising columns, and gets out a paper that is usually a misfit, as the pages of “patent” and home print seldom harmonize in type, ad. display or presswork. The character of the matter is frequently not what would be selected to appeal to the particular needs of a community, is often unattractively presented and poorly made up, and in the advertising are included many ads. that should not be in a family paper. The greatest argument that is advanced in favor of these is their cheapness, as they cost but little more than white paper. Answer: Run a smaller sheet, print it all at home, and control the whole of your product.

Plates? Yes, plates are a good thing when judiciously used. By this I mean that plates should not be in the majority, but a very poor second in point of quantity, and as much care should be devoted to their

selection as to any other published features. It is a mistaken idea that subscribers demand many columns and many pages of reading matter or they are dissatisfied. Years ago, when the weekly newspaper was the only publication entering the home, readers expected to find enough to last them from one issue to another, but the literary features are now covered at a very reasonable figure by the magazines, and the publisher of a weekly journal has little to do to satisfy subscribers but to chronicle the news of his locality in particular and of the world in general. Give your readers this menu and see if they are not pleased. As a matter of fact the newspaper has for many years been gradually but surely becoming a misnomer, but it is slowly recovering and will some day be almost exclusively what its name implies—a paper that prints news.

By all means have the entire paper printed at home, even if it must be smaller than it otherwise would, and use plates if it is impossible to find sufficient local happenings and general news to fill the space, but have the plate of a news character rather than literary. The families are very few that do not have one or more magazines that meet all their requirements in a literary way, and it would be a much better policy to club with one of these than to use a ready-print or several pages of plates. A plan much better than clubbing is being followed by several papers successfully. Magazines are offered at a reduction from the publishers' prices to all subscribers that have paid in advance, they having the privilege of selecting from a list of the more desirable monthlies. This fills the demand

nically and at the same time is an inducement for subscribers to keep paid in advance.

As this question is closely related to that of size, it will be well to consider the two in their relation to each other. The number of columns of ads. in a paper should never exceed the number of columns of reading matter, but a six-column folio, or a paper from that size up, can carry forty per cent advertising without being overloaded. From this statement it will appear that the size of the paper depends entirely upon the amount of advertising that can be secured, and so it must to a large extent.

It is unwise to start a paper of less than four six-column pages for two reasons: First, unless a man is reasonably sure that he can secure two hundred inches of advertising within the first year he takes great chances of failure for lack of sufficient income to float his publication; and, second, the amount of reading matter required to balance two hundred inches of advertising is sufficient to fill a six-column folio. Some localities, with small populations, will not furnish this amount of news, and it is here that the supply should be augmented by plate matter.

CHAPTER V.

MAKE-UP OF THE PAPER — STYLE OF HEADS.

IN publishing a paper that will appeal to readers of every class, good judgment as to its contents is no doubt the most important essential, yet the manner of presenting the news, correspondence and other features has a decided influence on a constituency. Style of heads, their prominence and appropriateness, location of departments and other similar matters, all have their effect upon the reading public, particularly where competition is keen and rival papers are on an almost equal footing. When a man becomes wedded to a paper with a distinctive arrangement of matter or style of heads that meets his views, he is loath to make a change, and it is therefore advisable that these oft-considered unimportant matters should be given due attention.

The location and arrangement of the news is deserving of the greatest consideration in this connection. Choose a certain page for telegraph, local news, correspondence, market reports, personals, brief local items, and all other departments, and have them appear in their assigned positions in every issue. Have a reason for making the selections, consider the probability of necessary changes in future issues, and after choosing the locations see that all are invariably adhered to. I

do not think I have laid too great stress on this point. One person's greatest interest may be centered in important local matters, another in market reports,

TO PREPARE ARMY BILL

**Chairman Hull, of the House Com-
mittee on Military Affairs,
Calls a Meeting.**

NEED OF PROMPT ACTION

**Transports Which Sail from Manila
to Bring Back Discharged Soldiers
Should be Loaded with Troops to
Take Their Places — Fifteen Thou-
sand Filipino Troops May Be En-
listed at Once if Required.**

No. 1.

another in editorial opinions, another in theatrical notes, another in happenings in an adjacent town. Each of these will be annoyed unless he can turn at once to a certain section of his paper and find what he

desires without having to scan every page, locating the object of his search in a different section each issue.

In the matter of headings there is a wide diversity of opinion, as is evidenced by a glance at any miscellaneous collection of newspapers. Yet if the truth were acknowledged it would be found that many a publisher was using headings that he did not admire, but which were adopted simply to have something different from his competitor, who was using just what he would have chosen. But aside from a mere technicality of the style of type there is a difference of opinion or taste as to the size of display, ranging from the perhaps over-conservatism of the *New York Sun* to the over-sensationalism of the *New York Journal* and the *New York World*. My preference is a head similar to the one shown herewith (No. 1) for all ordinary issues, with a double-column head on very rare occasions when the importance of news fully warranted it. The type used in this head is striking, easily read, and gives the impression that a paper contains important news. It is used extensively in the central West, but in the East the condensed *De Vinne* still holds first place.

One other question in connection with display headings is their location. To be effective they must be so located as not to detract from each other. Placed in alternate columns they will be given proper prominence, but when run side by side or in a row across the top of the page each loses its individuality and is lost in a conglomeration of big type.

Have a smaller heading (No. 2) that can be used on matters of secondary value at intervals throughout the page, but not at the tops of columns. If the longer

articles do not run over into the following column use a still smaller head (No. 3) at the top, and this latter head can also be used for the general run of news.

BISHOP POTTER'S LATEST ADDRESS

**He Suggests the Organization of a
Vigilance Committee of 25,-
000 Reformers.**

No. 2.

A letter similar in value to the first line of the No. 2 heading is appropriate for correspondence and other similar departments, and a single lower-case line of the

LUNATIC IN THE CAPITOL.

**Enters in the Night and Damages
Books and Furniture.**

No. 3.

No. 3 heading should be used extensively over semi-important local and telegraph items.

The first pages shown herewith carry out the suggestions mentioned above, and in addition show good arrangements where the news is of unusual importance.

There are some minor mechanical details, which if taken singly would appear inconsequential, but when individually and collectively given proper attention go to produce a paper of "good looks and handsome

should be taken to have the space on either side of dashes and beneath headlines equal. Not more than three leads should be used, and usually two is sufficient,

Scranton



Tribune.

THE ONLY SCRANTON PAPER RECEIVING THE COMPLETE NEWS SERVICE OF THE ASSOCIATED PRESS, THE LARGEST NEWS AGENCY IN THE WORLD.

TWO CENTS

SCRANTON, PA., WEDNESDAY MORNING, SEPTEMBER 18, 1901.

TWO CENTS

OBSEQUES OF THE DEAD PRESIDENT

Another Immense Procession Will Be Held in New York in the Days of the Week.

CEREMONIES ARE PLANNED

Services to be held in the Grand Central Station, New York, on the 20th of September, at 10 o'clock, A. M., for the purpose of the funeral of the late President McKinley. The services will be held in the Grand Central Station, New York, on the 20th of September, at 10 o'clock, A. M., for the purpose of the funeral of the late President McKinley.

PROCESSION AT CANTON

A procession of the late President McKinley's remains will be held in Canton, Ohio, on the 19th of September, at 10 o'clock, A. M., for the purpose of the funeral of the late President McKinley.

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ROOSEVELT'S FIRST CABINET MEETING.

Asks All Members to Continue Throughout His Term and Says They Are Not at Liberty to Resign.

Washington, Sept. 17.—President Roosevelt at a cabinet meeting held at the White House today, asked all members of his cabinet to continue throughout his term and said they were not at liberty to resign. The president said that he had just received a letter from a member of his cabinet who had resigned, and he had been very much surprised to find that the member had resigned. The president said that he had just received a letter from a member of his cabinet who had resigned, and he had been very much surprised to find that the member had resigned.

ALARMED ABOUT MRS. M'KINLEY

Her Friends Are Anxiously Await- ing News of Her Condition.

THAT FEARS A COLLAPSE

At present Mrs. McKinley is in the hands of the doctors at the Hotel Hamilton, New York, and her condition is very serious. Her friends are anxiously awaiting news of her condition, and they are very much alarmed about her. The doctors at the Hotel Hamilton are doing all they can to help her, but her condition is very serious.

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"FEATURING" AN EXCEPTIONALLY IMPORTANT ITEM.

particularly when matter is solid or the type is small. Columns should be even at the top and bottom, and paid reading notices, so far as possible, kept at the bottom of the page.

There are several good forms for the arrangement of the editorial, and it is largely a matter of taste as to which should be adopted. Some prefer to place the shorter paragraphs first, followed by headed articles, while others reverse this order. Of these two arrangements the latter would seem to be preferable from the fact that thus the more important matters are given the greatest prominence. An arrangement which is a slight departure from these beaten paths, while still retaining its dignity, is the alternating of headed articles with short paragraphs, putting the most important articles first, following the last headed article with the remaining short paragraphs, longest first.

Add to the points here mentioned good paper, good ink and good presswork, and you will have a paper that will impress a person as being of merit even before reading a word, but of course the contents must bear out the appearance of the package.

CHAPTER VI.

BUYING MATERIAL — SIZE AND QUANTITY OF BODY LETTER.

AS the size of a newspaper depends to so large an extent upon the needs of the town or city in which it is located — its population and surroundings — I have thus far refrained from stipulating any particular size, but in estimating the amount of material, and, in fact, every feature from now on, some definite size must be chosen as a basis upon which to calculate. Probably a seven-column folio will be sufficiently large for the majority of new ventures, and yet not too large in but very few instances, and all figures given hereafter will apply to a paper of that size, with information as to the proper proportion for larger and smaller sizes where necessary.

The size of type best suited for a newspaper published anywhere except in large cities, where a smaller size is made necessary on account of the greater demands upon the news columns, is 8-point (brevier), and a larger letter should not be used under any circumstances. If the town in which a new venture is proposed is not an 8-point town, then look elsewhere. A larger type for editorials is not necessary; although a difference in size makes a pleasing distinction, yet its

desirability is not of enough importance to warrant any additional outlay. A difference in the style of leading, in the headings, or in both, is a sufficient distinction.

The size of body letter for the advertising should be 6-point (nonpareil), agate being too small for a paper with an 8-point dress, and the 8-point should not be allowed in the ads. The quantity of 6-point necessary will not be considered in this chapter, however, but will be included with the ad. type in the next.

As the quantity of body type is governed slightly by the style of leading, it becomes necessary to settle this question also before quoting figures in detail. I do not think that a paper should be all leaded, although a liberal use of leads is advisable. Brief local paragraphs should be leaded, with two leads between the items, while items of correspondence look better solid, with one lead between. Headed articles should not be leaded entirely unless of unusual importance. The first half-column of articles of one column or more in length might be leaded, and one-half or less of shorter articles. Thus an estimate can be based on about one-half of the entire paper being leaded matter.

Another matter that affects this question very closely is the amount of advertising carried. As has been said in a previous chapter, a really successful paper should have, on an average, one-half its columns filled with advertising. There may be times during the year when the amount will fall considerably below this, and at such times there must be sufficient type in the office to fill the gap. It will, therefore, be necessary to figure on perhaps twenty, instead of fourteen, columns of reading matter. Of course, this could be

filled with plate and thus reduce the quantity to some extent.

Now we are at a point where a proper estimate can be made intelligently. A column of 8-point for a seven-column folio contains about 3,800 ems, and weighs in the neighborhood of $12\frac{1}{2}$ pounds. Accordingly, 20 columns would require 250 pounds. To each of these figures must be added 25 per cent for the amount of type that will undoubtedly be left in the cases, no matter how perfect the scheme of alphabetical allotment, giving a total of $312\frac{1}{2}$ pounds, or about $15\frac{3}{4}$ pounds to the column. If the matter was all leaded, about $2\frac{1}{2}$ pounds per column could be deducted from this, or $1\frac{1}{4}$ if half leaded, leaving as the net amount of body type required for the paper above described $287\frac{1}{2}$ pounds, or 300 pounds in round numbers. Should it be desired to use plate matter, $14\frac{3}{4}$ pounds may be deducted from this amount for each column of such used. The cost of this will be given in a summarized expense of materials in a later chapter.

A six-column paper, folio or quarto, leaded in the manner here proposed, requires about 13 pounds of 8-point to the column, and an eight-column paper about $15\frac{1}{2}$ pounds to the column.

CHAPTER VII.

BUYING MATERIAL—STYLE AND QUANTITY OF AD. TYPE.

THERE is one fundamental rule to be observed above all others in selecting ad. type for a projected newspaper, and that is, buy few faces and good quantities of each. It is not necessary, nor in any sense desirable, to have half a dozen different 12-points of normal face; it is much better to have half a dozen fonts of one such letter. The result of the former policy is shown in the columns of many a country weekly (and not a few dailies), where to secure sorts two or three different faces are used in a single line. A paper might be restricted to even two series of type—a normal and a condensed series—but probably a better plan would be to have four, two of which should be normal, one a little wider than the other, and two condensed, one a little more condensed than the other. These furnished in ample quantities, in sizes from 6 to 72 point, would meet all the requirements of any paper. Extended letters there is very little need for, and even when such seem most desirable, a compositor with modern ideas of ad. display will arrange the lines so that they will appear to better advantage without them.

I have never had any sympathy with the plan of keeping spaces and quads in a case by themselves when

applied to newspaper ad. composition; it no doubt results in a saving in job offices where there are several times as many display cases, but a newspaper needs to count more closely the expense of time than the expense of material in this connection. There should be an ample supply of spaces and quads for every display case, with surplus quads in all sizes. There should also be extra figures and caps in all cases. The reader should not conclude from the foregoing that such a policy leads to extravagant buying, for it will not. Extravagant buying in material for the ad. alley is extraordinarily rare. A new dress of ad. type will, under average circumstances, last six years, and ten minutes' time saved each working day for six years amounts to nearly \$100. Probably one-quarter of that amount expended judiciously along the lines indicated would avoid the loss of several times ten minutes daily.

For legal advertising, and the body of all small ads., it will be necessary to use 6-point roman, of which one hundred pounds will be sufficient for a seven-column folio. This fills two pairs of cases, and will be easily confined to one pair after the first few weeks. Twenty-five pounds of extra caps and figures should be obtained at the outset, as you will undoubtedly need them. For body type in the larger ads., 10-point roman makes the best letter. Of this, fifty pounds will be needed, with ten pounds extra caps and figures.

The most suitable faces of type for the ad. display depends to a large extent on personal preference. Novel faces are frequently sought after, but unless there are contrasting types their effect is lost, and

their use in large quantities gives a paper anything but a desirable appearance.

Probably no letter has ever had a run for newspaper work equal to the De Vinne, and for all the efforts of typefounders, no letter has yet been cut that can be classed as a formidable competitor. The Inland Type Foundry shows a neat letter in the Kelmscott, which is between the De Vinne and the old Ionic. Then there is the Jenson, shown in the books of the American Type Founders Company, which is an exceptionally desirable letter. For a wider letter, the Skinner series, in the same books, is commendable. Barnhart Brothers & Spindler show a good letter, slightly condensed, in Grant No. 2, and for a more condensed there is nothing better than the Façade, or the Latin Condensed, both of which appear in nearly all specimen books. The American Type Founders Company show a number of suitable faces in the four styles under consideration; and, in fact, there is little difficulty in selecting four letters from the book of any foundry.

The De Vinne, or its substitute, should be purchased in eleven sizes, 6, 8, 10, 12, 18, 24, 30, 36, 48, 60 and 72 point; four fonts each up to 24-point, with extra figures and caps; and two fonts of each of the other sizes. Of the wider letter, omit the 6-point and get two fonts of each. In both the other series it will not be necessary to go below 12-point, and two fonts of each size should be purchased in both series, with two extra fonts and extra caps in both cases of 12, 18 and 24 point. A dress of this kind gives ample variety for the largest daily.

CHAPTER VIII.

BUYING MATERIAL — THE PRESS.

THE selecting of a press is a question that should have most careful consideration, as it requires the greatest outlay of money, and for this reason not only the requirements of the moment should be considered, but probable future needs, both as to speed of machine and size of paper. If a circulation of two thousand is anticipated the press should be capable of printing the edition in an hour, not that it is imperative that the entire edition should be off in that time, but if in the future the circulation should be doubled a new press would become a necessity if the machine first purchased was not capable of handling such an output in less than three or four hours. As to size it is equally important that the possibilities of the future should be considered. Assuming that the new paper will not be larger than the immediate needs indicate, the size that will be adopted in case it is found necessary to enlarge should be decided before purchasing a press. Unless the field is of unusual promise it will not be necessary to consider more than one increase. If a seven-column folio is adopted at the start it will thus be necessary to decide which size will be chosen for the increase — an eight-column folio, or a five or six column quarto. The eight-column page, according to the more modern ideas, is too large, either of the other sizes being more

desirable, largely depending on how much of an increase is required. An increase from a seven-column folio to a five-column quarto adds about one hundred inches or nearly five columns of the former size, while a six-column quarto adds over three hundred inches, or about fifteen columns. Thus it will be seen that unless an unusually large increase is desired the five-column paper will be likely to meet the requirements. The press for this size must have a bed three inches wider and five inches longer than that necessary for a seven-column folio.

To state positively that one particular press is absolutely the best for the purpose here outlined is beyond the ability of the writer, or any other person, aside from the agent of a press manufacturer, and then it will depend on what machine the agent is representing. There are several good machines on the market that will print a seven-column folio or a five-column quarto with a speed of two thousand or more an hour, any of which can be safely purchased. The best plan to pursue is to write a letter to each of the leading press manufacturers, all of whom advertise in *The Inland Printer*, asking what press of their manufacture they would recommend for your needs, and request them to give you their net price. A press that will carry a five-column quarto can be purchased for \$2,100, net, up to \$3,500. For a paper no larger than a seven-column folio good presses are made at \$1,500 to \$2,500.

As a matter of fact, in buying a press it is largely a question of the amount of money available for the purpose. A larger sum only buys greater speed, or greater size.

CHAPTER IX.

BUYING MATERIAL — MISCELLANEOUS REQUIREMENTS FOR COMPOSING AND PRESS ROOMS — TOTAL COST.

WE have considered in detail those portions of the equipment of a newspaper which require the greatest amount of expenditure, but there still remain many articles none the less essential, though some of them are insignificant in price. Below is given an estimate of these, and also the cost of those already enumerated, the prices being net, the usual discounts having been deducted. Ink, paper, and all other similar items are not included:

Press	\$2,200.00
Lye brush.....	.50
Wrench, 12-inch.....	1.00
Screw-driver75
Imposing-stone, 30 by 90 inches.....	24.94
Chases, two pairs twin, 26 by 38, each pair.....	16.50
Side-sticks, four, 22½ by ½ inches.....	2.67
Foot-sticks, four, 15¾ by ¾.....	1.89
Quoins, two dozen, large size.....	3.00
Key50
Foot slugs, twenty-eight, 24-point.....	.66
Column rules, eighteen, 21¾ inches.....	9.45
“ “ six, 18¾ inches.....	2.70
<i>Carried forward.....</i>	<u>\$2,264.56</u>

<i>Brought forward</i>	\$2,264.56
Head rules, five (two for first page), 15¾ inches, 5-point	1.31
Brass leads, four, for side of chases, 23 inches, 3-point	1.13
“ “ four, for head of chases, 17 inches, 3-point	.77
Mallet40
Planer40
Heading for paper.....	2.00
Proof press (brayer included).....	22.50
Lye brush.....	.35
Ink stone.....	1.50
Galley racks, two, for 12 galleys each.....	10.80
Galleys, single, eighteen.....	27.00
“ double, six.....	11.25
“ triple, one.....	2.44
Lead-cutter	6.50
Side-sticks, twenty-four.....	1.44
Quoins, 100.....	.40
Composing-sticks, twelve, 6-inch.....	8.10
“ “ two, 8-inch.....	1.44
“ “ one, 10-inch.....	.90
“ “ one, 20-inch.....	1.58
Composing-rules, twelve, 13 ems.....	2.70
“ “ two, 26½ ems.....	.63
Miter box.....	.50
Saw	1.25
Bellows	1.00
Double case stands, six.....	18.88
Cases, twelve pairs.....	15.75
Cabinet, twenty two-third job cases, galley top.....	21.75
Two job cases and one cap case, for head-letter.....	2.19
Leads, single column, 50 pounds.....	7.50
“ double column, 20 pounds.....	3.00
“ triple column, 10 pounds.....	1.50
“ full length, 10 pounds.....	1.20
Slugs, single column, 25 pounds.....	3.75
<i>Carried forward</i>	\$2,448.37

<i>Brought forward</i>	\$2,448.37
Slugs, double column, 15 pounds.....	2.25
“ triple column, 10 pounds.....	1.50
Reglet, nonpareil, 15 yards.....	.30
“ pica, 10 yards.....	.20
Take slugs, Nos. 1 to 8, ten each.....	10.80
Advertising rules, single column, 2-point, 100.....	3.00
“ “ double column, 2-point, 10.....	.45
“ “ double column, 4-point, 25.....	1.88
“ “ triple column, 4-point, 10.....	1.05
Brass dashes, eighty.....	6.00
Border, 6-point, three fonts, 5 feet each.....	3.76
“ 12-point, two fonts, 5 feet each.....	3.00
Body type, 6-point, 125 pounds.....	68.00
“ “ 8-point, 350 pounds.....	154.70
“ “ 10-point, 60 pounds.....	23.46
Display (see Chapter VII).....	457.66
Italic, 8-point, 10 pounds.....	4.42
Head-letter, 8-point, 25 pounds.....	19.03
“ “ 12-point, 4 fonts.....	10.80
“ “ 24-point, 2 fonts, caps only.....	4.05
Running title, 12-point, 2 fonts.....	2.40
Spaces and quads.....	30.00
Total.....	\$3,257.08

This estimate of material is based on the requirements of a daily paper, seven-column folio. A few of the items could be reduced where a weekly is contemplated, but the total expense would not be materially decreased. Liberal allowances are made in such items as leads, slugs, spaces, quads, etc., as there is no economy in curtailing such supplies; the size of the imposing stone is also larger than the four pages will cover, as plenty of stone-room is essential to rapid and accurate work. This total of about \$3,200 covers by

far the greater part of the expense for materials required in the starting of a newspaper, although there may be a few articles omitted from this list of composing and press room needs. Nearly all the items are subject to a discount of five per cent for cash in ten days.

One important matter upon which it is impossible to give a reliable figure is power. Conditions vary so widely that what would be most economical and advisable it is difficult to state. Whether a steam or gas engine, or an electric or water motor would be best depends entirely upon the cost of the various commodities — coal, gas, electricity and water — which can only be determined by a study of the prices prevailing in the locality where the newspaper is to be started.

CHAPTER X.

ARRANGEMENT OF THE COMPOSING-ROOM.

THE question of arrangement in all departments of a newspaper is one that deserves careful consideration, as there are many opportunities for saving time and steps that are frequently overlooked in the average office, and it applies to the composing-room more particularly than to any other portion of the plant. One of the most important points to be considered is that of light and where it is most needed. It will be quickly conceded that in this respect the requirements of typesetting are the greatest, and accordingly the news cases should be arranged to the best advantage in close proximity to the windows. There is very little choice between a left and right light, but it should invariably come from the side and not from the front or rear, and the most economical and satisfactory plan is to place double frames facing each other on either side of a window so that the alley will have the window at the end, leaving the light practically unobstructed for use in the center of the room. If the composing-room is long and narrow, with light on one side only, as such rooms frequently are, the cases can be thus arranged along one side, with the ad. cases at one end.

The arrangement of the balance of the room should

be such as to save the most time. The copy hook, standing galley, head-letter cases, bank and galley racks should all be convenient for the compositors, while the bank and galley racks should in turn be near the proof press, the rack for corrected galleys near the imposing stone, and the latter near the entrance to pressroom, or to the elevator.

As so much depends on the shape of the room, it is impossible to state here the exact location of each article, but a little study, with the outline above mentioned in mind, will soon evolve an economical arrangement, although a few changes may be found necessary during the first few weeks. If the pressroom or elevator is at one end, the imposing stone should be near it, with ad. type at the opposite end. The bank should be in the middle of the room, with standing galleys on one side and head-letter cases on the other, proof press near the bank and opposite the compositors, with rack for uncorrected galleys on one side and the one for corrected galleys on the other, the latter nearest the stone.

CHAPTER XI.

BUSINESS OFFICE FIXTURES AND ARRANGEMENT.

THE business office is where the paper comes in touch with the public and where the business men and subscribers receive their first impressions as to the importance of the publication, and it should therefore contain such furnishings and be so arranged as to make the first impression favorable and lasting. In this connection, clean windows, dustless counters, clean floor and a general tidiness of the room are small but important matters.

If the room is square or nearly so there should be a counter extending the entire width, surmounted by ornamental brasswork or ironwork of such a nature as not to obstruct a view of the space beyond. In the center of this grating there should be an opening three feet in width and correspondingly high to afford ample opportunity for unobstructed conversation and consultation. Many offices make a great mistake in compelling customers to talk through small windows in a wire network or through brass bars. There should be no hindrances whatever to free conversation. On the outside of this counter and at one side of the room have a wall desk, made to correspond with other furnishings, for the use of customers. On this should be a city

directory, pens, ink, copy and blotting paper, and above it should hang a calendar. On the opposite wall have a file of your paper, neatly kept, for the use of customers.

In arranging the desks, have them so situated that the clerks can readily see customers as they enter, and instruct them to always give prompt attention to every caller. Endeavor to create the impression that your customer's business is of first importance, and do not get in the habit of performing a certain amount of routine matters before listening to the wants of a caller. The best positions for the desks are against the wall on either side of the enclosure, with safe and file cabinets in the rear. If space will permit, a table in the center of the enclosure will add to the appearance of the furnishings and will be found very convenient for various purposes.

CHAPTER XII.

FURNITURE AND ARRANGEMENT OF EDITORIAL ROOMS.

IF possible, it is always advisable to have a separate room for the editorial writer, who usually is and always should be managing editor. Any man can do better editorial work where his attention is not distracted by occurrences about him, and who is left alone to solve all problems that come to the mind of man in any and every walk of life.

In the main room of the department have a separate flat-top desk for the city editor and for each reporter. Much better work will be accomplished than where several are required to sit at one table. These desks need not be expensive, but simply have a top about 3 by 5 feet, with three or four drawers at one side. Roll-top desks should not be used in this department, as they are a luxury that is entirely unnecessary.

In the center of the room, where it is easily accessible to all, have a table sufficiently large to hold exchanges and to lay files and books of reference. This is an important requisite that is frequently omitted from the furnishings of editorial rooms.

For copy paper use a quality that will carry ink, but otherwise inexpensive. Have a quantity of the same

paper cut about $3\frac{1}{2}$ by 8 inches and wire-stitched at one end, to be used as note-books. Pens, pencils, ink and blotters should be placed at the disposal of the city editor for the use of himself and staff, and everything will be in readiness for the production of "copy."

CHAPTER XIII.

BOOKKEEPING AND OFFICE MANAGEMENT.

SOME newspaper proprietors are better fitted to be at the business end of a property, while others will achieve greater results as managing editors; but the man who attempts to fill both positions on a daily newspaper uses poor judgment, as he must necessarily leave many things undone and one side or the other suffers accordingly. It is easier to secure a good editorial writer and managing editor than it is to find a man fully capable of handling the business and finances, and the best place for the owner of a property is at the head of the business department. On a small city daily he will probably be obliged to act as his own advertising manager and circulation manager, but he should have an able assistant to look after collections and aid in soliciting advertising and subscriptions. To many publishers this seems like an unnecessary expense, but it will be found that, if the right man is secured, he will much more than earn his salary, and the manager, whose time otherwise would be completely occupied with details, will have an opportunity to devise plans for the advancement of his paper. As the publisher's duties will take him out of the office a considerable part of the time, a capable bookkeeper should be employed, who will be in at all times during

business hours. He in turn should have a bright boy, who will be able to assist in the details of the accounts and records, and will be at hand to run on errands. With proper persons filling these positions any publisher who understands his business should have little difficulty in making a success of a newspaper property in a small city, providing the field has been well chosen.

In order to avoid errors, complaints and loss of customers and money, it is imperative that everything entering into office management should be reduced to a system — a slow, methodical routine is better than a promiscuous rush that necessitates frequent untangling of results. Give the boy certain duties to perform at the beginning of each day's work, these to be followed by other routine matters that must be attended to in regular order, and there will be various other matters of detail to occupy his time between these regular duties.

The bookkeeper should also arrange his work systematically so that no duty of the day will be overlooked, slighted or unfinished. He should have a time for attending to correspondence, checking the paper, posting his books, making out bills, and all other principal duties. He should still further reduce each of these duties to a system that will avoid errors and misunderstandings. The record of each subscription received should show when commenced and when to stop, amount paid and all other information about which there might be a misunderstanding. If a subscriber calls and says, "Send me your paper for a month," he should always be asked if he wishes it stopped at that time, and a memorandum of his reply

should be entered. More bad feelings are engendered through this one thing than in any other portion of the business. The customer may intend to imply in giving an order of this kind that he wishes the paper for one month only, and when the publisher attempts to collect for a longer period there is trouble and the probable loss of a future subscriber.

A like careful entry of all advertising agreements should be made and no "t. f." contract entered unless it is thoroughly understood by the customer. There are publishers who consider it a good plan to catch as many advertisers as possible on contracts of this kind, but the pressing of such accounts makes enemies and loses future business.

No man's memory is infallible, and many matters which might otherwise be forgotten will not be overlooked if a memorandum is made for future reference. When there comes to mind certain things that should receive attention later on, jot them down and the mind will be more clear to attend to the duties at hand and nothing will be overlooked. This memorandum should be glanced over occasionally during the day, and all matters referred to should receive attention before the close of business if possible. Have a daily calendar memorandum pad, upon which can be entered notes of matters that should receive attention on future dates. If a customer wishes his bill at some definite time, if notes payable or receivable are coming due, make a notation on the slip containing the date when these matters should receive attention, and they will not be overlooked, and the mind will be relieved of a portion of its burden.

Have a file cabinet in which should be kept all letters, contracts and agreements, bills, receipts, etc., carefully indexed, and in addition secure a sufficient quantity of transfer files so that there will be no need of destroying any papers of this character. Another important device in this connection is a copying-press, so that a duplicate may be retained of every business letter written. This matter is usually given too little attention by the publishers of the smaller papers, causing no end of misunderstanding, correspondence and explanation.

I will not advocate any particular forms to be adopted in bookkeeping. Every bookkeeper will have his own system, and if a capable man is secured for the position there will be very little advantage in changing. The greatest necessity is in having a systematic arrangement and adhering to it. The trouble experienced by some publishers in keeping accounts straight lies not so much in the system in use as in the neglect of adhering to it.

Collections and credits are two of the most important matters in connection with office management. Credit should not be allowed until reasonably certain the account will be paid, and even then there should be an understanding as to when payment will be made, and then insist upon a settlement according to agreement. In running advertising accounts, bills should be rendered monthly, and if not paid in thirty days stop the advertising unless you are able to secure a definite promise of payment in the near future. Forced collections of accounts six months or more old is advisable. Publishers who have fallen into the habit of allowing

credits indiscriminately will consider these plans impracticable; but, on the contrary, advertisers will think better of you, and the occasional loss of a customer will be more than offset by the prompt payment of others. And then, too, the advertisers who drop out because payment of their bills is insisted upon are nearly always those who would have failed to pay if allowed to continue undisturbed.

CHAPTER XIV.

REPORTORIAL FORCE AND ITS WORK.

IN the editorial department, system is again brought prominently forward as one of the most essential factors in the proper handling of the reportorial force. The city editor needs to have all the important sources of news so within touch that no item will escape therefrom without being reported immediately to the office, and this can only be accomplished through systematizing the work of his force and by taking advantage of circumstances and friendly persons at the various usual sources of information, so that every point will be covered at least once each day, and that at as short a time before the publication of the paper as practicable.

The more restricted the force of reporters the more difficult is the task of allotting the routine duties so that none will be neglected. The great importance of a "scoop" or a "beat" should always be emphasized, and the disgrace of being "scooped" never belittled. As a reporter grows to realize the great value of an exclusive story, so will his "nose for news" develop, and he will let no opportunity pass where there is the slightest chance of distancing a competitor, even if but slightly.

Every reporter should have his regular assignments, which he should be required to cover each day, and in addition to these such special assignments as come within his territory, or such as he is best fitted to handle. It is perhaps unnecessary to say that besides these every reporter is expected to be on the alert for items of every character, but the "expectation" is not emphatic enough. He should be *required* to bring in additional items. This is not unreasonable. A man may not be able to manufacture news, but news always exists, and if he understands that it must be found he will not be satisfied with what is in plain view, but will dig until he finds it. I know of an instance where a paper made a specialty of personal items. Each reporter was required to bring in at least five "personals" each day. They were always secured and were not manufactured, either. In order to secure them each reporter found it necessary to ask questions that he would not have asked if such a rule had not existed, and in doing so unearthed many items other than personals that would otherwise have been overlooked.

The city editor will, as a matter of course, find it necessary to keep a diary in which to record memorandums of all coming events of every conceivable character. This will be one of his most valuable reminders and assistants. From this he will secure the material for assignments and will be able to decide a day in advance as to who will be most capable of handling the various matters before him. He will find it advisable to watch carefully two or three days ahead, as there will frequently be found matters that

need looking up and require greater preparations than can be accorded them in a day.

The number of reporters required to successfully handle the news for a small city daily depends much on the city itself. If the sources of news are widely scattered it will necessarily require more men than it would if the conditions were reversed, but with three reporters and a capable city editor most cities of fifty thousand or less can be well covered. It will be necessary in conjunction with this force to have a corps of able assistants who will cover outlying sections in connection with other employment. A morning paper will be able to carry out this plan more successfully than one published in the afternoon, as young men who are employed during the day will be glad to devote their evenings to securing news from their localities for a nominal sum, while the evening paper is obliged to publish news from these sections which is obtained at about the same time as that which appears in its morning contemporaries.

It is advisable to make occasional changes in the regular routine assignments, and note carefully who covers best the various lines of news. It will be found that a man who shows but little talent for police-station happenings or court trials will report a wedding or society function accurately and interestingly, and vice versa, and it will pay to experiment somewhat and act accordingly. It is good policy at times, also, to give men a change who have been reporting continuously some certain line of events for several months. Some are prone to fall into a "rut"—an instance where system loses its value. A man may

have a style all his own in writing up police-court news, for example, and one which will afford pleasure to the readers, or it may be a style that becomes very monotonous, and the city editor must judge which of these is in use and whether a change will not be beneficial to both the paper and the man.

Besides covering the city and its suburbs it is necessary to have a well-organized corps of correspondents in your own and surrounding counties. The successful paper is the one which gets more news than its competitors, presents it most accurately and covers the most territory, and to accomplish these three things it is imperative that the work of the correspondents be given special attention. Where the field covered by the paper is extensive it will be necessary, in order to properly look after these correspondents, to employ one man who can devote his whole time to the work, who, incidentally, could furnish many interesting write-ups from the various localities he visits. It is really just as important to have a man for such a position as it is to have a foreman in the composing-room or a city editor at the head of the reportorial force. In small cities the city editor may be able to look after the correspondents as well as the reporters, but in such cases these outside workers are too frequently neglected.

CHAPTER XV.

PROCURING AND INTERESTING CORRESPONDENTS.

A SMALL-CITY daily must depend to a great extent for its circulation upon its constituency in surrounding towns, particularly if it has competition in the city in which it is located. In much the same manner as one paper more than all others is usually the "want" medium in a city, so one paper is frequently the one to which the suburban resident turns almost exclusively for the news of his locality or county. To occupy this position in the eyes of the community means not only an increased revenue from subscriptions, but it affords a strong pulling argument for advertising. To secure it means systematic and never-tiring work, although when your paper is once established in the position the matter of keeping it there is an easier problem, but none the less an important one.

To accomplish this purpose, the first essential is a corps of able correspondents. This means an expenditure of some money at the outset, both in their procuring and paying. The correspondence must be in the paper first before any special attempts can be made to secure subscriptions, as people will not pay their money for a paper, depending on promises for the future. In accordance with this idea we will consider the best

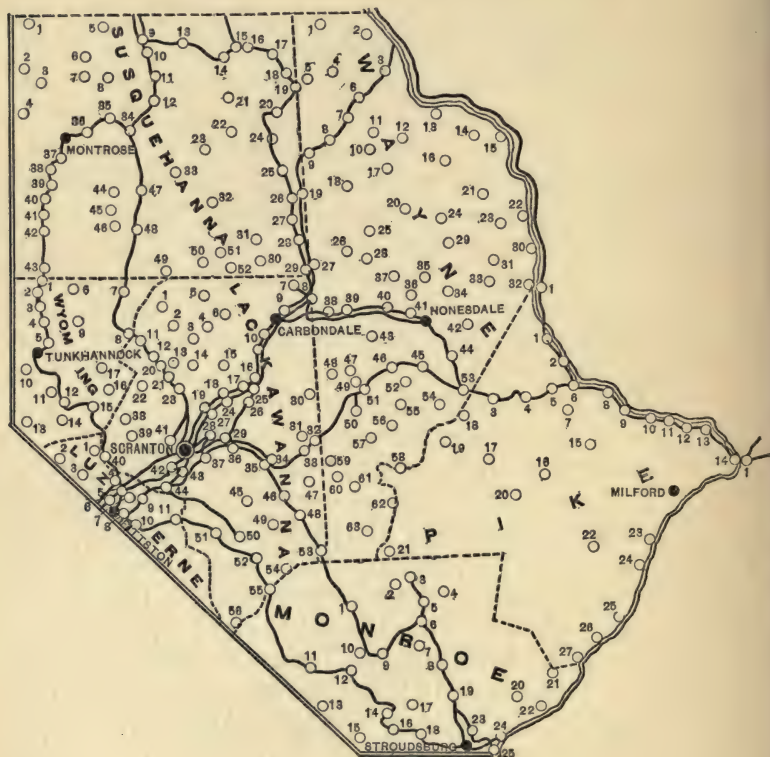
plans to be followed to accomplish the purpose outlined.

Detail a man from the staff of the paper, or secure an extra one for the work in hand, and let him devote a couple of weeks, or a month, if necessary, solely to mapping out the territory, visiting each locality, judging of its importance and needs, and arranging for a correspondent accordingly.

He should first make a map for this special work, which can be used later to good advantage in approaching advertisers. This map should show only the towns and railroads — the ordinary map with its many colors, and its designation of rivers and mountains, is not fitted for the purpose, as it gives much more information than is necessary and is too confusing. Such a map as I have in mind is shown in the illustration on page 62. It represents the northeastern portion of Pennsylvania, and is used by the *Scranton Tribune* for the purpose here described, and also to show advertisers the field in which the paper circulates. Accompanying this map was a "key," giving the name of each town on the map designated by a number.

With this map as a basis upon which to proceed, the man in charge of the work should then procure a blank-book, enter in it the name of each town, and its population, which should be secured from census reports and not from local estimate, and leave blanks for the name of correspondent, date secured, terms of agreement, and remarks. The agent should take with him neatly printed little books, containing suggestions and rules for correspondents (these are given in the next chapter). He should also have notebooks, copy-paper, pen-

cils and stamped envelopes, upon all of which should be printed some reference to the paper from which they emanate —“ Compliments of the *Morning News*,” or



some similar sentence. Thus equipped he is ready to start out, but should have his trips carefully planned to avoid going over the same territory twice.

It is usually less difficult to induce some person to take up the work of a correspondent than to find one who is really fitted for it. The village postmaster or a clergyman are the best persons to approach for suggestions, and it is a good plan to ask them for some one who has had some experience in writing for publication. The agent must judge whether the town is important enough or large enough to require a daily or a weekly letter, or one at intervals between these two extremes. The population is the best guide in this respect, although a county seat is an exception to the rule, as its news is of the most importance.

Arrange to pay by the month. Space rates are undesirable, as they cause no end of controversy as to measurement and items omitted. If a weekly letter is sufficient, in most instances some one can be found who will be willing to write for a copy of the paper, stationery and stamps. When news is expected at more frequent intervals, offer a salary of from \$1 to \$5 a month, based on a certain number of letters each week, although the days of sending the letters should be left to the judgment of the correspondent, who will be guided by the importance of happenings in his locality. He might find it advisable to send one letter one week and several letters another.

There is no reason why an efficient corps of correspondents can not be organized on a salary basis as effectively as a force of local reporters. A corps of correspondents working under the conditions here advocated require more watching, perhaps, than if paid by space, as without careful checking some will be sure to draw their salaries without making a proper return.

However, this difficulty is easier to overcome than the one which confronts the publisher who is paying space rates, and after a year or so finds that the towns from which he desires the least news are occupying a lot of space with uninteresting details, which if cut out decreases the salary of the correspondent and creates dissatisfaction, which is sure to prove a detriment to the paper in the locality where he resides.

With the correspondents secured, no opportunity must be lost to build up in their minds a pride in their work and in their paper. Always treat them as if they were your most important employes, as indeed they are. A circular letter can be addressed to each two or three times a year, setting forth the editor's appreciation of their services, advising as to the future, and expressing good wishes and a hope of a long-continued association. There are many little things that can be done for the correspondents that will tend to create and maintain in them a pride in their work. First, print their letters. To their minds it is often the most important news in the paper. If changes are made or if it is found necessary for any reason to omit a letter or an item, a brief and pleasant note of explanation will frequently avert a misunderstanding and a consequent injury to business. If a correspondent sends in an important item of news that is of general interest, run it separately, with a line at the head, "From our Jonesville Correspondent." An occasional letter of inquiry, requesting suggestions as to what might be done to improve the paper, particularly in their locality, will have a good effect and may result in securing many valuable pointers. Occasionally a package of calling cards could be sent, and

about the first of the year secure some neat calendars expressly for your correspondents, upon which should be printed an appropriate expression of good wishes. Some publishers go so far as to organize summer excursions, theater parties, and the like, for their out-of-town reporters, and it is evident from the pages of these papers that these efforts are not wrongly placed.

CHAPTER XVI.

RULES FOR REPORTERS AND CORRESPONDENTS.

HAVING secured a promising corps of correspondents, it will then be necessary to teach them how to report the news. An aggregation of correspondents is entirely different from a reportorial force, in that one is really a company of apprentices while the other is composed of experienced newsgatherers. Reporters are supposed to know their business, while nine out of ten correspondents are novices, and nearly all will take kindly to advice and suggestions, and if properly coached will develop into valuable adjuncts to the successful newspaper. The foundation of this instruction can be laid in no better way than that adopted by some of the most successful publishers, who maintain efficient corps of correspondents, that is, by the printing of a small book of suggestions and instructions as to the value of news, how to secure it and how to write it. Several of these books have been issued and from them the following have been culled and are given with other original suggestions. These should be printed in an attractive book, so that it will be preserved and not thrown aside as an ordinary circular. In these rules are embodied many that pertain to "style," which will make the book

valuable to reporters as well as correspondents, and if emphasis is laid upon their observance, much of the labor of editing will be avoided.

WHAT IS NEWS?

Every fact that will inform, interest or please, is news; the more people it informs, interests or pleases, the more valuable it is.

Fires, accidents, crimes, building improvements, new enterprises, real estate transfers and sales, marriages, deaths, removals, social events, personals, odd or unusual happenings, bits of local history, interviews on subjects of local interest — all these come under the head of news.

QUESTIONS TO ANSWER.

Who?

What?

When?

Where?

Why?

How?

Every printed news item should answer, so far as they can be asked concerning it, all of these six questions. Commit these to memory and when investigating any important item see if you have them all answered.

NEGLECTED PEOPLE.

Most honest people like to see their names in print. As a rule it is always affectedly, not really, modest people who object to proper publicity, provided discrimination and good taste are exercised in the use of their names. Therefore, get as many items as possible about people.

Just here comes in a suggestion of the utmost importance. The weakness of most correspondents is that of missing too many people. They fall into the habit of depending in their news-getting efforts on old friends and fail to cultivate new ones. As a consequence they "travel too much in a circle," to use an old expression.

It is a good plan occasionally to give yourself a good shaking up. Instead of speaking next time to Mrs. Brown, Mr. Roscoe, Miss Grundy and the accustomed old reliables, go also to an entirely new set of people and see what a brand-new and fresh lot of items you can find. You will probably discover that you have hitherto missed the richest mines of news. Think of the persons in your neighborhood concerning whom you have never or not for a long time had an item of news, and see what you can find out about them or their affairs. This family will be expecting a visit from an old friend, and that one will have just heard of the marriage or death of a former resident of the vicinity. You will be surprised to find how many more kinds of items, as well as how many more items, there are in your territory than you have imagined.

THOROUGHNESS, ACCURACY.

First, get the news; get all there is to get. Next, get it correctly.

Casual rumor is not a safe thing to rely upon. Rumor, though, is often a good basis to start with; but the information should be "run down," and be verified or corrected.

The best way to get news correctly is to go to the persons chiefly concerned. Assured of a correct publication, most persons will gladly give all the information they can. Now and then a contrary person may be met. If a judge of human nature, you will soon know how to either approach or avoid such. Never make a promise to withhold news just because some one asks you to do so. When an apparently plausible reason for not publishing an item is given, submit the facts to the editor and let him assume the responsibility for publishing or withholding.

MARRIAGES.

Give full name of bride and groom, names of parents, place of residence, date, hour and place of marriage, name of clergyman officiating, whether reception follows ceremony, where the bride and groom will reside.

If the bride or groom is particularly well known, or the

wedding is a fashionable one, give further details, including dress of bride, floral decorations, names of maids of honor, bridesmaids, best man, ushers, etc. Names of persons present from out of town may be sent. It is not considered good taste to have a list of presents published, but the groom's present to the bride or to the ushers, or presents of interest because given by some organization of which bride or groom was a member may be mentioned.

Do not report engagements to marry unless you are sure both parties thereto are willing to have the fact published. It is always safe to mention coming marriages when invitations are out; seldom before.

DEATHS.

In reporting deaths, give full name, age and occupation of deceased, date and cause of death, date and place of funeral, name of officiating clergyman, place of interment. If prominent person, give sketch of life, always being careful to quote information from a reliable source. The family will not look upon it as an intrusion if in a becoming manner you enter the house of mourning to get the needed information. It will be much pleasanter to the relatives to read a correct sketch of the deceased's life than a garbled obituary gleaned from unreliable sources.

Some points on which an obituary should give information are birthplace of deceased, preparation for life, occupation, service to society as a public officer or a private citizen, character, societies of which a member, family. Do not eulogize unduly; if you can not truthfully speak well of the dead, say nothing.

Obituary poetry, either original or selected, is not desired; if used it must be paid for at 10 cents a line.

FUNERALS.

If an account of a funeral is to be published in another issue from that in which the notice of the death appears, always refer to the details of the death briefly for the benefit of those who may not have read the notice. Then give place, names of

officiating clergyman and bearers, specify music rendered and names of singers or players; give place of burial, names of people from out of town in attendance, special floral tributes, etc. If services are conducted by secret society, give full name and name of officer in charge.

FIRES.

In reporting a fire, some points to be covered are description and location of buildings, names of owner and occupant, day and hour of fire, cause, contents of buildings if burned, value of buildings and contents, insurance. If buildings burned have anything of historic or local interest connected with them, tell the story.

ACCIDENTS.

Accidents resulting in loss of life or property, or in serious injury to any person, should always be fully reported. Nature of accident, cause, time and place, names of injured and property loss should be given. These facts may be followed by details of accident. In case of fatality, facts regarding person killed should be given as in the case of natural death. If injuries of a person are likely to prove fatal, say so, but only on authority of attending physician.

RECEPTIONS, BALLS, PARTIES, BANQUETS.

If of public nature, say under whose auspices; if private social affair, give name of host and hostess. Give date, place, names of reception committee, patronesses, floor managers, ushers, etc., and specify by whom music was furnished. If refreshments were served, do not specify in detail unless menu was unusually elaborate.

In case of formal banquets, give number of plates, name of toastmaster, and list of toasts.

ELECTIONS.

Do not summarize election reports by saying "The old board," or "The old officers were reelected." Give the names and specify that they were reelected. In the case of contests,

give the figures of the vote. Write first the name of the office; next, the name of the man elected to it.

EMERGENCY COPY.

Sketches of persons advanced in age or hopelessly ill should be prepared in advance.

Advance copy may usually be prepared in connection with marriages where a report needs to be elaborate. The arrangements are usually completed several days in advance of such events and full particulars may often be obtained more correctly then than in the hurry and confusion attending the event. Of course, care should be exercised to report any change from the original plans.

STYLE.

Watch the style of this paper daily. Observe its methods of punctuation, capitalization, its forms of spelling and abbreviation and other characteristics that give it a distinct style, and then make your copy conform to that style.

Read over your contributions as they appear in print, and observe what changes, if any, were made in your copy.

Every sentence should be complete. Do not write, "Funeral Saturday"; extend to a complete sentence, as: "The funeral will be held Saturday."

The preferred spelling of Webster's Dictionary is to be followed.

Use the words "yesterday," "to-day" and "to-morrow" with reference to the date of the paper in which they are to appear.

Do not begin a sentence with figures.

Except in tabulation, do not express sums of money in cents with a decimal, as: \$.25.

Omit .00 in sums of money expressed in figures.

Spell out all figures, except dates and ages, of less than ten.

Spell out christian names; never abbreviate them. Give full name in preference to initials when possible. It is a safe way, however, to write the name as its owner signs it.

Do not omit middle initials.

Never give nicknames, except when specified as an alias or pseudonym.

Do not prefix "Mr." to any names when initials or christian names are given, except when reference is made to man and wife, as "Mr. and Mrs. B."

Do not add "Esq." to any name.

Do not write "John Jones and wife"; write "Mr. and Mrs. John Jones."

Follow this paper's style in spelling geographical names, which will observe as closely as possible the style followed by the United States Government in public documents.

Do not add name of this State to names of cities or towns in it.

Do not write "Mrs. Dr.", "Mrs. Gen.", etc.

Write "Rev." before the names of clergymen and "D.D." after when they are entitled thereto.

A FEW BRIEF POINTERS.

Write plainly — just as plainly as you possibly can.

Write only on one side of the paper.

Write each item as a separate paragraph.

Write name of town at the head of first page of copy, date letter and sign your name.

Leave good margins at the top and bottom of sheet, and plenty of space between lines. The office will furnish you with plenty of paper, as well as stamped and addressed envelopes. When out, call for more.

Carry a notebook, jot down news as you hear it; do not trust to memory.

Make reminders of things yet to occur.

If a proper name is in any way odd, spell it in printed letters, thus: "SMITHE."

Be careful to spell every person's name correctly.

Always put "Miss" or "Mrs." before the name of a lady.

If a murder, suicide, serious accident, big fire or other exceptional thing occurs too late for your regular letter, telephone at the earliest possible moment. Give all the facts you can get and the news will be "written up" in the office.

If the matter is one of very great importance, the editor may wish to send a reporter to assist you, so please be prompt in notifying him.

Speak a good word for *The Blank* whenever you can. Send to the office the names of persons who should be but are not subscribers. Sample copies will then be sent them.

Do not mistake advertising for news. If your storekeeper asks you to say that he has just received a large stock of the latest goods, tell him that is the kind of an item the paper charges for.

Grammatically speaking, write as well as you can, but do not hesitate to send news because you fear you may not construct faultless sentences. The editor would much rather receive ungrammatical letters giving all the news than grammatically correct ones that fail to give it.

Do not attempt "fine writin'." The plainest English is the best English.

Begin at the beginning of your story, tell it straight through in plain language, and when you reach the end, stop! No introduction, peroration or elaboration.

SUGGESTIONS FOR LOCAL ITEMS.

Accidents to persons or property.
Amusements, entertainments.
Anniversaries of persons or societies.
Annual meetings.
Assaults, attempted murder.
Associations or companies formed.
Balls, dances.
Baptisms, confirmations.
Building improvements, changes.
Burglaries, larcenies.
Card parties.
Changes in business.
Church matters.
Clergymen exchanging.
Concerts, musicales, county fairs.
Condition of business.

Contested wills.
Crops, unusual prices, unusual quantities, unusual yields.
Deaths.
Dedications, installations, ordinations.
Discoveries, antiquities relics, curiosities.
Dissolution of firms.
Divorces.
Early fruits and vegetables.
Elections of officers.
Epidemics.
Fairs, festivals, festivities.
Fires.
Forest fires — number of acres burned over.
Former residents' movements, visits.
Funerals.
Improvements, public or private.
Important lawsuits.
Important action of public authorities.
Inventions, patents.
Lectures — subjects.
Local sentiment as to school, tax, liquor and other laws.
Marriages.
Murders.
Musical matters.
New buildings, factories, additions.
New firms or partners.
Obituaries of prominent persons.
Parties — birthday or social.
Persons leaving town to locate elsewhere.
Personal items.
Political rallies, caucuses, conventions.
Presentations.
Public bequests.
Public demonstrations, meetings.
Races.
Reunions, receptions.
Runaways, collisions — if damages, the results.
Schools, terms, teachers, vacations.

Social affairs.

Societies' doings, fraternal or secret.

Strikes, labor troubles.

Sudden deaths — cause.

Suggestions for local improvements.

Suicides — full particulars.

Town meetings, town officers' reports.

Violations of law.

Wedding anniversaries.

CHAPTER XVII.

PROCURING SUBSCRIBERS.

THIS chapter and those that follow will appeal to the business manager as of more practical value than any of those preceding, for the reason that they will take up questions that mean more or less a direct return of revenue for labor expended. Yet the questions already considered are none the less significant. The purchasing of proper material, the procuring of efficient employes, the most advantageous management of the various departments, and the most advisable manner in which to collect and present the news, are all of vital importance and have an immeasurable effect on the extent, at least, of the profit to be derived from energies exerted along lines that converge in the business office. Yet the best paper in the world will not succeed unless it is pushed, and the harder it is pushed the greater its success.

Advertising without subscribers is practically impossible. Hence the advisability of giving circulation first consideration. There are two ways of issuing a new paper in regard to its subscription list. The usual custom is to distribute gratuitously the first week's or month's output, following with a canvass for subscriptions or relying on the subscribers coming

without solicitation. A systematic canvass started after the first week is sure to be beneficial — in fact, when the paper is issued in this way it is quite necessary. The other mode of operation, which has been acceptably carried out in a number of instances, is to issue a neat prospectus and make a preliminary canvass, asking for trial subscriptions of one month. This, however, while it is the most satisfactory plan, requires considerable capital, which would be a serious bar in most instances.

After a paper has been launched for a few months the same questions regarding circulation confront it, as every paper is obliged to face at all times, and any plans that may be suggested are equally applicable to the new as to the old. There is one "old reliable" way of building up and maintaining circulation. Note that it is "reliable." It will not inflate circulation for a time and then outlive its usefulness, making it necessary to search for other plans, but it will slowly and steadily increase the subscription list so long as the paper merits success. The plan to which I refer is the systematic canvassing of the city and its suburbs by a salaried man. A city can be gone over two or even three times a year with beneficial results. Have the regular carrier boys deliver copies for a week or ten days to houses which are not already receiving your paper, after which the canvasser, supplied with the names and addresses of present subscribers in that section, may follow with a request for trial subscriptions of a month. In the meantime sample copies can be distributed in other territory and this system continued until every house in the field of the paper has been visited, when it will be time to begin again.

Many of the other popular plans exhaust their usefulness after a limited time, and it is necessary to search for something that is new — new at least in the vicinity where it is to be used. Plans of to-day will be plans of yesterday to-morrow, and a plan that may have brought unlimited success to a competitor may be in its “second childhood” when you attempt to apply it. It is therefore necessary to originate or to adopt methods that have proved successful under conditions similar to those that exist in your city, but which have never been adopted there.

The giving of premiums direct to subscribers is always effective if wise selections are made as to what is offered. Books have proved the most successful in the past, and are still used to advantage, although these offers have become so general that the novelty has disappeared and results are not so encouraging as they were a few years ago. The great disadvantage of adopting this method of securing new subscribers, however, is that once commenced it must be continued, and it is a constant struggle to secure new premiums, striving always to offer something better than the one preceding. The argument that subscribers thus secured will renew, paying the same sum for the paper as they did at first for paper and premium, is a fallacy.

Clubbing offers are of about equal value with premiums, as the inducement is the same. Each of these plans amounts to virtually a reduction of the subscription rate, and equally beneficial results would in most instances be secured by a direct cut in price.

The most successful plans, and those which serve the twofold purpose of advertising the paper and sell-

ing it, are those which in some manner resemble a contest. A paper which depends largely on street sales will find a voting contest beneficial, providing such a plan is new in its locality. The offer of something valuable and useful to the most popular schoolteacher, or to deserving persons in other walks of life, to depend on securing the largest number of votes recorded on coupons cut from the paper, is a plan that is worn threadbare in many localities, but will be found beneficial if persistently advertised.

But perhaps the most practical contest is one among canvassers for subscriptions. These have been conducted by a few of the successful monthlies during the past few years with remarkably gratifying results, and they have also been successfully tried by a few dailies. One of the latter recently conducted what was termed an "Educational Contest," in which was offered scholarships in various institutions of learning, varying from complete three and five year courses in colleges and preparatory schools to one-year courses in business, shorthand and music. Contestants were secured from among the young men and women of the city and vicinity who were anxious to obtain advanced educations, and the rewards were of such a character as to appeal to these young people and also to prospective subscribers, as they would respect the canvassers for their ambition. The contestants were required to secure subscribers at the regular rates, paid in advance, and were credited with one point for every month's subscription secured, a subscription of one year netting twelve points. The result was very satisfactory,

the greatest difficulty encountered being the procuring and interesting of contestants. In such a contest much depends on vigorous advertising until unusual interest is aroused. The mere announcement is not enough. Personal letters to those who are likely to enter, personal calls and letters of encouragement are a few of the things that are essential. In the selecting of premiums great care should be exercised to procure those which may be paid for in advertising, and this should, so far as possible, be new advertising, or it will conflict with cash business. In this way not only is secured the advantage of the profit on new business, but in some instances merchants and others become convinced of the value of advertising and will continue on a cash basis.

CHAPTER XVIII.

KEEPING SUBSCRIBERS.

THIS chapter differs but slightly from the one preceding. The most essential thing in keeping subscribers has been strongly emphasized in the course of these articles, but will bear repeating — publish a good paper, the best in your locality. Attention to the various details outlined will have as great an influence on keeping subscribers as it will on securing them. In laying plans for “procuring” subscribers it is always necessary to simultaneously plan for “keeping” them, or the newcomers are liable to soon leave the fold and the “best-laid schemes” will have “gang a-gley.” Some modes of procedure will be found to fill both requirements, but these are few, and the alluring bait must be replaced by something that will continually appeal to the captured subscriber or the results will soon fade.

After new subscribers have been secured, careful attention should be given to the pleasing of each, so far as possible, as to time and manner of delivery. No matter how much a man may prefer a certain paper, he will not hesitate to stop his subscription if he fails to receive it one or two mornings every week until after

he has left for business. This is particularly true in regard to missing mails. Subscribers to a morning publication may not be able to receive their papers until after the arrival of a certain train, and if this is as early as other papers arrive it will be perfectly satisfactory, but the missing of that train occasionally will very quickly demoralize a suburban subscription list. It is, therefore, necessary to have it impressed upon the mind of every one, from reporter, editor, proofreader, compositor and foreman down to each employe in the press-room, that the missing of a mail is a very serious matter and one for which no ordinary excuse will be accepted. A determined effort to find the person who is at fault when a mail is missed, and a word of caution may remove all difficulty of this nature, but if not it is better to remove an offending employe than to allow the custom to continue.

Many subscribers request that a paper be put in a certain place; perhaps it is in a window-blind, under a door-mat, or behind a door-knob. These requests should be most carefully heeded and every complaint regarding a failure to comply with such requests be brought forcibly to the attention of the carrier responsible therefor. Carriers should also be instructed to deliver papers in as neat a condition as possible. It of course saves time for a boy to walk past a house which sets fifty feet or more back from the walk, and, after rolling and bending a paper into as small a compass as possible, hurl it at the door, hit or miss (usually miss), and walk on without halting, but such treatment of papers does not tend to "keep subscribers." Deliver the papers neatly, and if a boy has so many

that he can not cover his route within the prescribed time without resorting to this careless method, make up another route — it will pay.

In connection with these thoughts regarding the keeping of subscribers, a word of caution may not be amiss. Where a publisher contemplates offering any inducement for new subscriptions he must be very careful not to offer anything in which the old subscribers can not participate. Premiums which secure new subscribers at the expense of old are never profitable. About the only way to avoid difficulty of this kind, or at least the best way, is to offer a premium for paid-in-advance new subscriptions and allow old subscribers the same privilege — that is, if they will pay all arrearages and in advance for a like period of time, they will be entitled to the same premium.

In short — the whole secret of retaining subscribers is a constant study to please those who are already your friends. Much that has been said in previous chapters regarding contents, style and make-up of the paper applies very closely to this question, and can not be heeded too carefully. Cultivate the short personal items regarding the doings of subscribers, print their letters when sent for publication, even if the subjects treated are not of the greatest importance, or the thoughts expressed particularly original or meritorious. If letters of complaint are received regarding trivial matters, reply to them courteously and avoid hard feelings and misunderstandings wherever possible. I do not wish to be understood as advocating that a publisher should take a servile position in such cases, for this is not necessary; a “soft answer turneth away

wrath," but the answer may be a dignified one for all that.

But in following the above advice the publisher must avoid falling into one costly error—that of allowing subscribers to get in arrears in the payment of their subscriptions, fearing to offend if he is too persistent in collections. Bill all subscribers monthly, unless otherwise specially arranged, and if a year passes without a remittance, then not more than thirty days should be allowed to elapse before steps are taken to urge, and, if necessary, force a settlement. There may be one or two cases in each thousand subscribers where it would be inadvisable to adopt this course, but it is only by personal acquaintance or knowledge of some particular circumstance that these can be known.

CHAPTER XIX.

COLLECTING SUBSCRIPTIONS.

AS indicated by the above heading, I am not in favor of a cash-in-advance subscription list. It is perfectly proper and business-like to allow a discount for "cash with the order," but for a new paper that is endeavoring to work up its subscription list, the results under a cash-in-advance system are altogether too slow. There must be a decided demand for a paper, and an unusual eagerness on the part of the prospective subscriber to secure it before he will part with his money in advance. On the other hand, he may be willing to subscribe for a paper that he knows by reputation as a good one, or which he buys occasionally on the street or at a news-stand, providing he is at liberty to pay at the end of each week or each month.

There is no need of any material loss on a subscription list if it is properly watched, but it must be looked after constantly and not allowed to "go to seed." Probably where the largest losses occur with most papers is with mail subscribers. They are out of reach, so far as personal visitation is concerned; they do not respond when bills are sent, and the paper is continued for many months until the amount is large and difficult,

frequently impossible, to collect. It requires but a little systematic dealing with this list to abolish nearly all the loss. Bills should be sent monthly, and if no attention is paid to these for six months, or perhaps a year, if it is thought advisable to allow credit of this length, then personal letters should be written. After the bills are made out each month, go over them carefully and take out all those that are six months (or a year, if so decided) in arrears. To each of these address a brief, courteous note, something like this:

DEAR SIR,—We beg to call your attention to the enclosed account. As the bills we have been sending you each month have been so small, we presume the matter has escaped your attention, but now that the account has been called to your notice we trust that you will find it convenient to favor us with a remittance.

Thanking you in advance, we are,

Yours very truly, _____.

When the bills are ready to send out the following month there will be others to whom this letter should be sent, and to those who failed to pay after being notified the previous month should be written a letter similar to the following:

DEAR SIR,—We wrote you last month regarding the enclosed account, but we have thus far heard nothing from you. Please give the matter your immediate attention, and oblige,

Yours very truly, _____.

If a man intends to pay his bill, this letter will at least bring an explanation. If neither remittance nor explanation is received, it is then advisable to write thus:

DEAR SIR,—Although we have billed you regularly, and written repeatedly concerning the enclosed account, you have utterly ignored our requests, and we are led to believe that you do not intend to pay. We regret being obliged to resort to harsh measures to secure the money due us, but the fault is yours, not ours. Unless we hear from you immediately, we shall proceed to collect.

Yours very truly, —————.

A record should be kept, showing which of these letters has been sent a subscriber, so that when a bill is found to be in arrears the history of what action has been taken to secure payment can be told at a glance. After the third letter has been sent, wait until the first of the following month, and if there is still no response, stop the paper and place the account in the hands of a reliable attorney. The subscribers lost through this treatment you are better off without, for if they were allowed to continue, probably very few would ever pay, and what little revenue was received would be more than balanced by the cost of serving them all.

The question of local collections is one upon which there are many opinions, and those who hold each view will bring forward many apparently well-grounded reasons for the correctness of their various positions. There are those who believe it is to the best interest of a daily paper to allow news-dealers to handle all local deliveries and collections, as it does away with bad debts and the annoyance and expense of both. My experience has demonstrated to my own satisfaction that the best way, for a small-city daily, at least, is to handle its own delivery and collections. The expense is less and there is a better opportunity to avoid complaints and rectify errors in delivery. It also appears

reasonable to presume that a publisher will guard and endeavor to increase its circulation much more earnestly than any news-dealer, who naturally has equal interest in several publications unless one pays a larger profit than the others.

I have also found the plan of collecting by carriers to be more expensive than by a salaried collector, although many publishers differ from me decidedly on this point. I am convinced it is to the best advantage of any publisher to keep one or more salaried collectors, whose sole duty shall be to keep the list paid up. Have sufficient collectors to call upon every subscriber in the city of publication and near-by towns once each month, with sufficient time at their disposal to allow for the looking up of "back calls." Set a limit upon the time that the paper shall be continued without payment, and stop the paper when this limit is reached. There are a few cases where it will be found advisable to extend the time, but this should not be done except where the conditions are fully understood, and where the financial standing of the subscriber warrants it.

CHAPTER XX.

THE ADVERTISING RATE CARD.

IN fixing rates for advertising, the publisher of a new paper has a distinct advantage over the man who is working along under the more or less general style of haphazard quotations, and he will make a grave mistake if he does not grasp the opportunity and carefully fix a rate from which there will be absolutely no deviation. If he does not believe in the flat rate per inch, which is here advocated, let him adopt a graduated rate which he can adhere to, and treat all customers alike. A few years ago the rate card of a paper was never considered reliable, as the prices named were invariably much higher than the publisher ever hoped to receive, and this custom still prevails to a large extent, many men feeling that they are compelled to continue it because their competitors are doing the same. This is a mistake and one which the publisher should rectify, regardless of competitors. The new man should start right, have a reasonable rate, and stick to it.

The most equitable card is one based on the number of inches in a contract. This can be applied to the man who prefers to use a fixed space every issue, or two or three times a week, and also to the one who wishes to contract for a certain number of inches to use as he

desires. Newspaper men are beginning to see the short-sightedness of the policy which charges extra for every other day, the use of a larger space than contracted for, frequent changes of copy, and many other things that are an advantage to the advertiser, and are abolishing the custom. Advertisers should be encouraged to change their ads. frequently, as it will aid their sales, thus encouraging continued and increased advertising.

Below will be found three different rate cards, based on circulations of 2,000, 5,000 and 10,000. The prices quoted are intended to be absolutely fixed and are as low as a progressive paper, paying proper attention to news features, can afford to accept. The accompanying tables show just what a fixed space for certain periods will cost, conforming with the three cards, and will be found valuable for reference, although the cards themselves should be used for general distribution, and the price per inch should always be mentioned when quoting figures. A paper with a circulation of two thousand should be able to secure from 6 to 20 cents per inch, according to the number of inches used. The rate card would read like this:

CARD FOR A PAPER WITH 2,000 CIRCULATION.

Less than 100 inches.....	.20
100 inches and less than 500 inches.....	.15
500 " " " " 1,000 "12
1,000 " " " " 3,000 "10
3,000 " " " " 6,000 "08
6,000 " " over.....	.06

At these prices the various fixed spaces for the several periods usually contracted for would cost as shown in Table No. I.

As the circulation of a paper increases, its value increases, and it should be able to secure better prices for its advertising space. When it is circulating five thousand copies daily it could consistently charge the following prices :

CARD FOR A PAPER WITH 5,000 CIRCULATION.

Less than 100 inches.....	.25
100 inches and less than 500 inches.....	.20
500 " " " " 1,000 "15
1,000 " " " " 3,000 "12
3,000 " " " " 6,000 "11
6,000 " " over.....	.10

Figured at these prices per inch, the various spaces would cost as shown in Table No. II.

Here is one more card, suitable for a paper with a circulation of ten thousand, beyond which but few small-city dailies succeed in going:

CARD FOR A PAPER WITH 10,000 CIRCULATION.

Less than 100 inches.....	.30
100 inches and less than 500 inches.....	.25
500 " " " " 1,000 "20
1,000 " " " " 3,000 "16
3,000 " " " " 6,000 "15½
6,000 " " over.....	.15

TABLE NO. I.

	1 time.	2 times.	3 times.	1 wk.	2 wks.	1 mo.	2 mos.	3 mos.	6 mos.	1 yr.
1 inch	\$.20	\$.40	\$.60	\$ 1.20	\$ 2.40	\$ 5.20	\$ 10.40	*\$15.00	\$ 23.40	\$ 46.80
2 inches40	.80	1.20	2.40	4.80	10.40	15.60	23.40	46.80	74.88
4 "80	1.60	2.40	4.80	9.60	15.60	31.20	46.80	74.88	124.80
6 "	1.20	2.40	3.60	7.20	14.40	23.40	46.80	*60.00	*100.00	187.20
8 "	1.60	3.20	4.80	9.60	15.00	31.20	*60.00	74.88	124.80	*240.00
10 "	2.00	4.00	6.00	12.00	18.00	39.00	62.40	93.60	156.00	249.60
21½ "	4.30	8.60	12.90	19.35	38.70	67.98	111.80	167.70	286.32	402.48

TABLE NO. II.

	1 time.	2 times.	3 times.	1 wk.	2 wks.	1 mo.	2 mos.	3 mos.	6 mos.	1 yr.
1 inch	\$.25	\$.50	\$.75	\$ 1.50	\$ 3.00	\$ 6.50	\$ 13.00	\$ 19.50	\$ 31.20	\$ 62.40
2 inches50	1.00	1.50	3.00	6.00	13.00	20.80	31.20	62.40	93.60
4 "	1.00	2.00	3.00	6.00	12.00	20.80	41.60	62.40	93.60	149.76
6 "	1.50	3.00	4.50	9.00	18.00	31.20	62.40	*75.00	*120.00	224.64
8 "	2.00	4.00	6.00	12.00	*20.00	41.60	*75.00	93.60	149.76	299.52
10 "	2.50	5.00	7.50	15.00	24.00	52.00	78.00	117.00	187.20	343.20
21½ "	5.38	10.75	16.13	25.80	51.60	83.85	134.16	201.24	368.94	670.80

TABLE NO. III.

	1 time.	2 times.	3 times.	1 wk.	2 wks.	1 mo.	2 mos.	3 mos.	6 mos.	1 yr.
1 inch	\$.30	\$.60	\$.90	\$ 1.80	\$ 3.60	\$ 7.80	\$ 15.60	\$ 23.40	\$ 39.00	\$ 78.00
2 inches60	1.20	1.80	3.60	7.20	15.60	26.00	39.00	78.00	124.80
4 "	1.20	2.40	3.60	7.20	14.40	26.00	53.00	78.00	124.80	199.68
6 "	1.80	3.60	5.40	10.80	21.60	39.00	78.00	*100.00	*160.00	299.52
8 "	2.40	4.80	7.20	14.40	*25.00	52.00	*100.00	124.80	199.68	399.36
10 "	3.00	6.00	9.00	18.00	30.00	65.00	104.00	156.00	249.60	483.60
21½ "	6.45	12.90	19.35	35.25	64.50	111.80	178.88	268.32	519.87	1,006.20

TABLE NO. IV.

	1 time.	2 times.	3 times.	1 wk.	2 wks.	1 mo.	2 mos.	3 mos.	6 mos.	1 yr.
1 inch	1	2	3	6	12	26	52	78	156	312
2 inches	2	4	6	12	24	52	104	156	312	624
4 "	4	8	12	24	48	104	208	312	624	1,248
6 "	6	12	18	36	72	156	312	468	936	1,872
8 "	8	16	24	48	96	208	416	624	1,248	2,496
10 "	10	20	30	60	120	260	520	780	1,560	3,120
21½ "	21½	43	64½	129	258	559	1,118	1,677	3,354	6,708

* Where the number of inches in a contract approaches near enough to a figure that allows a reduction in the price per inch as to make the charge greater than if this higher number were used, the price for the higher number is quoted. Example: In the first table, six inches six months equals 936 inches, which, at 12 cents an inch, would cost \$112.32, while a contract for 1,000 inches would entitle the customer to a rate of 10 cents an inch, or \$100 for 1,000 inches. Consequently \$100 is quoted for the 936 inches.

These prices would give the result shown in Table No. III.

The prices quoted on these three cards are all for run of paper. For a guaranteed position, siding on reading, or for top of column without reading at the side, ten per cent should be added; for "full position," either top of column next to reading, or first following and siding on reading, twenty per cent.

Table No. IV will be found of value in estimating the number of inches in any contract, the figures showing the number of inches of space any advertisement will consume when run in fixed space for a given time.

Conditions vary widely, so that it is impossible to fix a rate for a given circulation that will apply in every individual case, but the foregoing rates should be obtained with little difficulty in any fairly prosperous business community. Before adopting a rate, however, the cost of production should be gone into carefully, and the lowest price per inch should equal the cost of producing an inch of advertising space. The paper that is already established can more easily ascertain this. Take the average monthly receipts and find what proportion of this comes from advertising; charge against advertising this proportion of the average monthly expense of the entire office; divide this amount by the number of inches of advertising published during the month, and you have the cost per inch.

To make this more clear, we will suppose the monthly receipts from advertising to be \$1,200, and from subscriptions \$800, thus showing the revenue from advertising to be sixty per cent of the total

receipts. The total expense of publishing the paper, including publisher's salary and all outlay of every character, might be \$1,900, and sixty per cent of this, or \$1,140, should be charged against advertising. A careful measurement shows that 11,150 inches of advertising have been published during the month. The cost, \$1,140, divided by this, gives the cost per inch as .102 cents.

I do not believe a single line of advertising should be taken below the cost price, as some do, relying upon advertising that is paying a higher rate to make up the deficiency. Whatever is obtained above the cost of production is legitimate profit, and should in no case be given to another advertiser.

Some advertising agents, from selfish motives probably, advocate a fixed price per inch, whether it be for one inch or one thousand inches, for one insertion or for a year, and a very few publishers have adopted such a rate, but it is not feasible for a newspaper. The proprietor of a department store who wishes to use two columns a day, or over twelve thousand inches a year, will never be convinced that he is not entitled to a lower rate than the man who runs a 2-inch ad., using about six hundred inches a year; and can you blame him? Advertising space at wholesale should sell at a lower figure than at retail, but it should never be reduced below cost.

Reading notices should not be accepted unless run with some distinguishing mark—it does not pay to deceive your readers. The price for these would be from 5 to 15 cents per line, according to circulation. For a paper with ten thousand circulation, charging 15

cents, a reduction could be made to $12\frac{1}{2}$ cents where five hundred lines are contracted for, and to 10 cents for one thousand lines.

In closing this chapter on advertising rates, let me reiterate the warning: After carefully fixing the rate, never deviate from it one cent. This is a great factor in the success of a newspaper.

CHAPTER XXI.

PROCURING ADVERTISING.

AFTER careful consideration, an equitable rate for advertising having been fixed — one that can be strictly adhered to — the next step is to “hustle” for business. If you want advertising and believe that merchants can improve their business by advertising, then *you* should advertise that you have a medium in which *they* can advertise to advantage. You can advertise this fact by going to each merchant and telling him about it. The merchant might prefer to advertise in this way also, but as it would be impossible for him to visit each prospective customer personally, as you would be able to do, the newspaper offers him the best opportunity to place the attractions of his store before the people of your city. A circular will not answer the same purpose, because very few circulars are read, but newspapers are bought and read by the purchaser, advertising and all.

The new paper, just entering the field, can usually get advertising on the strength of its being new. It can guarantee to issue a certain number of copies which will be distributed to every residence in the city, and the fact that the paper is new will lead to the presumption that it will be thoroughly read by all. This will last for the first week, or for the first month; after

that the new paper must rely upon its merits and upon the same arguments that would secure patronage for any other older publication.

There are so many different arguments in favor of advertising, and so many different kinds of men to approach, that it is practically impossible to lay down any general rules for the advertising solicitor. Frequently as much depends on the personality of the man, his sincerity, real or apparent, his earnestness, and above all his tactfulness, as upon the merits of the publication. He must never be at a loss for an answer to any argument, quick to perceive a point to his advantage, able to discern what line of argument is best for each particular case, and a man not easily discouraged. He should study to end a conversation in such a way that, if it is impossible at the given moment to close a contract, he will be at liberty to call again, never crowding a man so far that a definite and final refusal is given.

It is a mistake for a solicitor to devote his efforts exclusively to demonstrating that his paper has the largest circulation, unless it is the only point of value his paper has. There are some few advertisers to whom the mere quantity of circulation is the only consideration. To many others the character of circulation should be clearly demonstrated. The man who carries a stock of furniture, of shoes, or any other commodity that appeals to all classes of people, can not hope to reach all classes by advertising in a medium that circulates almost exclusively among one class, even if that medium has the largest circulation. The man who has gilt-edged securities to sell can not hope for

the largest returns from a poor man's paper; neither can the man with bargain sales of 2, 3 and 4 cent goods hope to largely enhance his sales by advertising in the rich man's paper. Yet, where there are two papers recognized as being practically of the same class, then the one with the largest circulation will be the best one to patronize.

After all, the strongest claim of any newspaper, and particularly of the one which is not the leader in its city in circulation, is that no matter how large a circulation contemporaries may have, or how thoroughly they may be read by any given class in a community, there is only one way to reach the particular readers of any given newspaper, and that is by advertising in that paper. If a merchant can afford to advertise in but one paper, and his goods appeal to all classes, then he may be expected to select the paper with the largest general circulation, but he can not reach *all* the people without using *all* the papers.

It is waste of time to watch the "tips" on new advertising given in trade papers, as in almost every instance where an item is published that a certain concern is sending out contracts, that concern has completed its arrangements and is deluged with letters similar to the one you are tempted to write. The sending out of circulars to foreign advertisers, or the writing of personal letters is useless. The only way to get this advertising is to go after it. You may not be able to secure contracts at once, but if you have good arguments you will be able to get your paper on the list when the advertising is next given out.

In the home field, circulars can be used to better

advantage, but must not be depended upon to take the place of personal solicitation. By circulars I do not mean a long-winded dissertation on advertising, but occasionally something crisp and bright, briefly calling attention to some new or special feature of your paper, always presented in a novel, artistic manner, and never twice alike.

As an aid to securing advertising, the paper should make the most of every opportunity to demonstrate its progressiveness, be the first to bulletin news and the first to print it, and always endeavor to convey the impression that it is growing continuously and rapidly. All this has its influence on the advertiser and makes the work of the solicitor much lighter.

A good "want" page, aside from the profit that is in it, is a good advertisement. The paper that succeeds in convincing the little advertisers that to get results they must use its columns, has won a good battle and has an excellent argument with which to approach the larger customers. These little ads. can usually be developed by persistent efforts. Solicit every advertiser in other papers, every owner of a vacant house or of property that is for sale, every boarding-house and every residence that has a sign of any kind displayed; solicit every real-estate agent, employment agency and every person that has any use for the want ads. As soon as you are printing a few inches of these ads. have bulletin boards in several prominent places about the city upon which can be posted every day your "want" page. Call attention to the value of the department locally every day, changing the notices each insertion.

Where "open space" contracts are made, the advertising manager should keep close watch on the number of inches being used and urge the advertiser to use large spaces whenever he can manufacture a good reason for doing so. If the next issue of the paper is to contain some news feature that will be liable to increase its sales, several of these advertisers should be induced to give you big copy. The advertising receipts can be increased many hundreds of dollars each year by watching this one matter closely.

A systematic crusade should be made occasionally for small business, both one-inch ads. and readers. It is surprising what results can be obtained by devoting one day exclusively to soliciting local readers. It pays much better to centralize one's efforts upon a given line of advertising than it does to go out endeavoring to secure any and all kinds of contracts. The same is true in regard to the small one-inch and half-inch ads. Set aside a certain space to be devoted to these and keep at it until that space is filled; it will frequently be found that the same energy expended on a plan of this kind will more often result in securing and keeping a column full of little ads. than it will in obtaining the same amount of space from one man.

Persistent efforts will win.

CHAPTER XXII.

ALLOWING CREDITS AND COLLECTING BILLS.

MANY a business other than newspaper publishing has been ruined by extending credit indiscriminately. It frequently takes but a few bad debts, particularly in a new enterprise, to turn a profit into a loss, and it is often better to reject business where there is doubt of the responsibility of the customer than to accept it and be unable to collect the bill.

In a previous chapter the question of allowing credits and collecting subscription accounts was discussed, so that what is said here is intended to apply to advertising. In making contracts for foreign advertising, an agreement should never be made to accept payments annually or semi-annually, or even quarterly unless the advertiser is one in whom there is absolutely no doubt of financial responsibility. Some unscrupulous advertisers, apparently sound financially, have, with one excuse or another, asked for long credits, offering two and three year contracts which call for large sums of money, with no other intention than to secure six months' or a year's advertising without cost, and if you attempt to force collection, you will be told by the local attorney or collection agency that "there

seems to be no chance of collecting this account, as the concern has no visible assets, and we already have unsettled claims against them." The only way to avoid such difficulties is to insist that payments shall be made monthly, and if the advertiser fails to fulfil his part of the contract, cut out the ad. and avoid further loss. Another disagreeable feature of these long-credit contracts is that even after you have carried a large ad. for six or eight months and have become suspicious of the responsibility of the advertiser, you are powerless to collect, and will forfeit all right to your claim until you have fulfilled your part of the contract and published the ad. for a full year.

In fact, credit should not be extended at all unless reasonably sure that the advertiser is a responsible one. If any advertiser with whom you have not previously had dealings, and of whose standing you can secure no information, becomes angry when asked for cash with order and refuses to place the advertising with you, it is usually a good sign that you have escaped a bad debt.

With local advertising there is a better opportunity to become acquainted with the advertiser and to know his responsibility, but in all cases, even where the credit is of the best, payments should be called for monthly where contracts are made. Publishers in some of the smaller cities hesitate about presenting bills to local advertisers, fearing to give the impression that they are in too great a hurry for their money, and that the customer will become offended. This is a mistaken idea. If you present your bill promptly on the first of each month you will be looked upon as businesslike and

straightforward, and will be respected for your systematic methods.

Where there is doubt of responsibility of local advertisers, settlements should be requested weekly. It is always safe to place under this head those people who advertise "fire sales," and the like, and those members of the medical fraternity who pose as specialists and utilize large spaces in the newspapers for a limited time. These are usually willing to agree to pay good prices, and, as a rule, will pay if their bills are not allowed to get too big.

But in spite of all precaution, bad accounts will accumulate. And there are also accounts that are not really "bad" that accumulate. To collect these without giving offense is often a difficult task, but one which must necessarily be accomplished. In the beginning, the best way is to present the bill monthly and personally instead of sending by mail. Do not hand in the bill and walk out — hand it in as if it were only preliminary to getting something back, and wait for the return. If asked to call again, inquire when, and be there when the time arrives. N. W. Ayer & Son's motto, "Keeping everlastingly at it brings success," although it has been quoted hundreds of times, never applied more aptly than it does to collecting these slow but not "bad" bills.

There are so many different kinds of men and different circumstances that it is impossible to lay down a fixed line of action or to imagine the situations that will be met. Just here is where the man of tact has the advantage. If the debtor is "busy" it may be advisable to wait, or it may be better to say, "All right ;

I'll be in to-morrow," without waiting for him to say "next month." Keep at it, and something is sure to drop.

The real bad debts must be treated differently. Sometimes a threatened forced collection will accomplish results, and sometimes it must be actually forced. It is a strange thing, but nevertheless true, that frequently the man who is forced to pay a just debt will not only continue to give his former creditor his business, but will be willing to pay cash.

After all, the publisher who would extend credits intelligently must know his constituency or he will be imposed upon until he learns their trustworthiness. Experience, while sometimes a costly teacher, is still the best.

CHAPTER XXIII.

ADVERTISING A NEWSPAPER.

A NEWSPAPER must be advertised. There is no article of merchandise or no patent medicine that needs more advertising to make its business reach such proportions that it would be considered successful than a newspaper. It can rely upon its merits — and must have merits to rely upon — after it is once tried, but some kind of advertising is necessary to induce the first trial.

The great metropolitan dailies lose no opportunity to keep their names and their achievements before the public, both that portion of the public which reads the particular paper advertised and that portion which does not. Funds are raised for destitute famine, fire and flood sufferers in this and other countries; rewards are offered for the recovery of kidnaped children; gamblers, burglars, hoodlers, etc., are brought to the bar of justice — all for the sake of a little advertising. These philanthropic (?) devices no doubt do some people a lot of good, but the object of the promoters is so palpable that their benefit to the newspaper is questionable.

There are other ways of advertising a newspaper that do fully as much good and do it legitimately. A newspaper has papers to sell and it has advertising

space to sell. It should advertise for customers for both, but it should not advertise for both at the same time. The publishing of a good paper is an advertisement in itself, and this advertisement must be inserted "daily t. f." in order to keep customers from straying to other publications. To let people other than those who are regularly reading it know that a good paper is being published, it is necessary to use various methods—and different methods are necessary to reach the various classes of people.

To secure baseball readers, have a schedule for the season printed in compact form and distributed at the opening games, calling attention to the fact that "A full report of all league games, with complete scores, will appear in the *Blank* every morning"—and see that the reports are in. Distribute fans or some other useful or striking novelty at holiday and other important games, calling attention to the full report of "this game" that will appear in the next issue. Use the same plan to reach the patrons of football, bowling, tennis, rowing or any other sport, publishing good reports of the various events, and it will not take more than one season to convince the people interested in sports that your paper is the one to depend upon for the news.

Much the same plan can be followed in connection with conventions of all kinds—political, religious, or of any other nature. A card bearing interesting and valuable statistics pertaining to the organization in convention (and incidentally a reference to the reports you intend to publish) can be distributed, and results will follow.

Publishers are frequently asked to advertise in some program, just like the merchant, and also, like him, devote a few dollars to the cause, not believing that they will be of any benefit other than to avoid the ill-will of the soliciting organization. Right here the publisher has a better opportunity to secure a return for his money than the merchant. He should secure a conspicuous space, in the middle of the program perhaps, and emphasize the report that will appear in the next day's paper.

Then there must be some kind of advertising that will appeal to the general public. There is nothing better to do this than bulletin boards placed in conspicuous places about the city. Always feature the more important items of news, and every issue will reach some new hands.

From the above hints it will be seen that in order to secure readers it is necessary to advertise that a paper has the news. Now, to secure advertising, it is necessary to advertise that a paper has the readers. In the first instance, the advertising must be done almost entirely outside the columns of the paper itself, but in the latter much can be printed in the paper that will appeal to the advertiser. I do not mean that an elaborately displayed ad. should be inserted and run daily until the type is worn out. An attractive ad. might be used, but it should be changed daily or omitted. An occasional half-column of argument, localized, will do much more good, however. Not a rambling dissertation on the value of advertising that can be purchased ready-made — merchants are having these thrown at them until they are read mechanically. The articles

should state why the merchant should advertise in the *Blank*, tell just what people he will reach by doing so, how circulation has increased, what has been done to increase it, and anything else that is timely and to the point. In writing these try to imagine yourself a merchant and think what you would like to know about your home paper, forgetting for the moment that you are the publisher seeking the merchant's advertisement.

An occasional circular letter, folder or blotter can be used to good advantage when you have some really important thing to say. An increase in circulation, a circulation statement, letters of commendation from advertisers, and statements showing the good results obtained from some advertisement, are good subjects to impress upon the merchants in this way. Always have them printed in the best possible manner and neatly delivered.

A clean and attractive business office does much to turn business of all kinds toward a paper, and the publisher whose office and the columns of whose paper give evidence of prosperity will frequently find business coming his way that would pass by an establishment that lacked these qualities.

CHAPTER XXIV.

EXTRA AND SPECIAL EDITIONS.

WHILE special editions, unless issued too frequently, are often a source of much profit to a newspaper, extra editions are usually conducted at a loss.

An extra is seldom if ever a financial success, as the only additional revenue is from street sales, which in very rare instances cover the cost of production. Yet these extra editions serve to advertise a paper and its progressiveness, and are particularly valuable where there is competition, providing they are only issued when there is some very unusual happening that warrants them, which ordinarily does not occur more than half a dozen times a year. When something really big does happen, get out an extra and be sure and let the people know it is out. Have as many boys as possible to cover the city, as the crying of an extra on a few street corners in the central part of the city will not advertise the paper much. Get real "yellow" for the time — the public will not condemn you if the news warrants the color.

It is not necessary that an extra should be of the same number of pages as the regular issue. If you are publishing an eight-page paper, four pages will answer

every purpose and not be as expensive. Use the first page only for the big news, giving as much as possible, with large head-lines and plenty of leads. The other three pages can be made up of whatever is handy and that which can be most quickly gotten together. If the pages of the previous issue are still intact, so much the better, as time is more important than contents, aside from the big news, and this is all the people buy the extra for; they will buy the next regular issue for the rest.

A special edition differs materially from an extra edition in its object. While the latter is issued primarily for advertising, the former is for profit. But both are alike in one particular — neither must be worked too frequently. Consider well before selecting the excuse for issuing a special edition, and try to find some other than that offered by the recurrence of Fourth of July, Thanksgiving or Christmas. Of course, these are fairly good excuses to fall back upon if nothing else offers, but it is better to use an anniversary of the birth of the paper, or some big local carnival where it will be “for the good of the city.” At the holiday season, instead of publishing an extremely big paper on some particular date preceding Christmas, get out several semi-specials once or twice a week during December, explaining to the advertisers how much better it will be for them than having their announcements all crowded into one paper that is so big that no one will ever read it through. This is a good argument and is appreciated by merchants, many of whom will no doubt be induced to take liberal space in each special issue.

In securing advertising for a special edition, efforts should be particularly directed toward manufacturers and that class of people who do not usually advertise in newspapers. Do not ignore the regular advertiser, but see him and explain fully the value of your proposition. Then tell him that you recognize that he is already patronizing the paper, but you did not wish to pass him without giving an opportunity to use extra space in this particular issue if he cares to do so.

There is a whole page of little fellows that think they can never afford to advertise in a newspaper because the price by the month staggers them, but they will fall easy at good prices for one issue. In securing the order always get the copy wherever it is possible, as this sometimes avoids future difficulty. Not only is much time wasted in going around after copy later, but there will be cases where, if it is not secured with the order, the advertiser will change his mind and decline to furnish it later.

The best-paying feature of a special edition is the write-ups of local business houses and industries. Good prices should be asked for these, with an extra charge where cuts are inserted. If it is necessary to have a cut made for the purpose, this should also be added to the cost of the write-up, making it a point that the cut will be the property of the advertiser after the edition is out. In soliciting these write-ups it is best to have the matter all prepared and either neatly typewritten or set up and a press-proof taken. With their knowledge of local affairs, the reportorial force can readily give a very satisfactory history and description of the various establishments and industries without

approaching the prospective advertiser. It is quite necessary that this should be accurate, but endeavor to get the information without approaching the man who will make the contract, as no one relishes the idea of furnishing ammunition for a gun that is to be turned on himself. But a man will hesitate before declining to have a well-written description of his establishment inserted, if it is neatly presented.

Do not use cheap cuts, but be sure you get good half-tones, even if they cost a little more. You must depend on the creditable appearance of your special edition for your own advertisement, and as you will want to issue other similar numbers, it is quite necessary that not only the cuts, but the entire make-up shall be satisfactory to the advertisers, or your next attempt will be unsuccessful. Use supercalendered paper and good ink and take plenty of time on the make-ready. Extra care should be taken with the display ads., also the make-up, as it is only by careful attention to every detail that the finished product will be a credit to the paper, and an aid to future business.

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Its pages are filled with the most instructive and interesting original articles relating to the matters that properly come within its domain, besides an amount of valuable data, trade topics, correspondence, craft items, recent patents, recipes, hints and suggestions that will surprise you. In addition to this, it is copiously illustrated, and the whole make-up and general character of the work is such as to challenge admiration.

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